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Linda Burke, Editor  
Eight West Fortieth Street, New York 18, N. Y.

## *We Honor . . .*

Washington Chapter — the nineteenth chapter of the American Society of Insurance Management, Inc.

The organization of this chapter was inspired by those members who, for a long time, had been associated with ASIM as non-chapter members. The need for a chapter in "The Evergreen State" was apparent — and with an enthusiastic group of charter members, the nineteenth chapter of ASIM is off to a good start.

The officers and members of the American Society of Insurance Management, Inc., are proud to honor Washington Chapter and welcome the member companies and their representatives into ASIM.

## *About the cover . . .*

Seattle, the largest city of the Pacific Northwest, lies along Elliott Bay, on the east shore of Puget Sound — 128 miles from the Pacific Ocean.

Approaching Seattle by water, the city is hidden from view by the protecting headlands and is only partly visible until the ship enters Elliott Bay. Once within Alki and West Points the striking panorama of the whole city emerges — its many hills rolling upwards from the crescent-shaped shoreline of the bay. Beyond the water front and Alaskan Way, a broad commercial avenue, are the warehouses and the factories, and behind them the fringed skyline of the business area, marked by modern skyscrapers which tower above the smaller business streets. Past these are hills covered with residences and apartment houses.

The city is impressively beautiful. The Olympics and the Cascades may be seen in the background with the snowy cone of Mount Rainier looming above the other peaks of the range.

Seattle is an important import-export city. Its growth is due in a large measure to its commercially strategic location, and its position in relation to the short "great circle" route to the Orient.

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## Profile of an Exposure Expert

Do you drill for offshore oil on Lake Maracaibo—or for gaspipes on Main Street? Do you import raw sugar from the West Indies—or do you can salmon in the great Northwest?

Whatever activity you direct, there is a Johnson & Higgins account executive who is an expert on the risks to which you are exposed. These men represent the vast reservoir of knowledge and ex-

perience which only a large brokerage organization, such as Johnson & Higgins, can provide. Behind them are years of experience in dealing with every kind of insurable risk, all over the world.

Johnson & Higgins is made up of specialists in all classes of insurance. However large or small your insurance needs, you can be helped by this wealth of service and experience.

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# Washington Chapter is Organized

At a meeting held on February 10, 1959, Washington Chapter of the American Society of Insurance Management, Inc., elected officers and directors for the coming year.

Harold Roslund, Insurance Manager and Purchasing Agent for New England Fish Company was elected president.

Serving with Mr. Roslund are Don Rader, Insurance Manager of Pacific American Fisheries, Inc., vice president; E. B. Paris, Insurance Manager for Boeing Airplane Company, secretary; and Robert N. Knight, Insurance Administrator for the Seattle-First National Bank, treasurer.

Lon Varnadore, Insurance Manager for Weyerhaeuser Timber Company is a Director of the American Society of Insurance Management, Inc., representing Washington Chapter.

Directors-at-Large are Robert J. Cutter, Insurance Supervisor for Simpson Timber Company; Hugh F. McEachern, Secretary-Treasurer of General Construction Company; Daniel L. Rutherford, Treasurer of Howard S. Wright Construction Company; and Ken Stotler, Vice President - Secretary of Pioneer Sand & Gravel Company.

Meetings will be held on the second Tuesday of each month at the Washington Athletic Club in Seattle at 6:30 P.M.

The National Insurance Buyer — March 1959



Officers of Washington Chapter, ASIM. Left to right: Robert N. Knight, Treasurer; Don Rader, Vice President; Harold Roslund, President; and E. B. Paris, Secretary.

Company members include:

**Boeing Airplane Company**

**General Construction Company**

**Halferty Canneries, Inc.**

**Ketchikan Pulp Company**

**New England Fish Company**

**Pacific American Fisheries, Inc.**

**Pacific Car and Foundry Company**

**Pacific Gamble Robinson Co.**

**Peoples National Bank of Washington**

**Pioneer Sand & Gravel Company**

**Puget Sound Bridge and Dredging Company**

**Puget Sound Power & Light Company**

**Seattle First National Bank**

**Simpson Timber Company**

**University Properties, Inc.**

**West Coast Airlines, Inc.**

**Weyerhaeuser Timber Company**

**Whiz Fish Products Company**

**Howard S. Wright Construction Company**

# ASIM Welcomes New Members

## Central Illinois

Leasch Dairy Company

## Central Ohio

Anchor Hocking Glass Corporation  
Clark Industries  
Columbus & Southern Ohio Electric Co.  
The Jaeger Machine Company  
The Jeffrey Manufacturing Company  
The Mead Corporation  
The Weston Paper & Manufacturing Co.

## Dallas-Ft. Worth Area

Carrier-Bock Company  
Champlin Oil & Refining Co.  
Community Public Service Co.  
Morton Foods Inc.  
The T X L Oil Corporation  
Republic National Bank of Dallas

## Delaware Valley

Delaware Power & Light Company  
General Coal Company  
Levitt & Sons  
South Chester Tube Company

## Detroit

The Jam Handy Organization, Inc.  
R. L. Polk & Company

## Cincinnati

G. A. Avril Company  
The Baldwin Piano Company  
Burkhardt's  
The Chatfield Paper Corporation  
The Dawson-Evans Construction Co.  
The Foy Paint Company  
E. J. Nolan Corporation

## Houston

River Brand Rice Mills, Inc.

## Montreal

Canada Cement Company Limited

## New York

Alexander's Department Stores, Inc.  
Clairol Incorporated  
Pan American International Oil Co.

## Northern California

East Bay Municipal Utility District  
Permanente Cement Company

## Southern California

Arrowhead and Puritas Waters Inc.  
Monolith Portland Cement Company

## Washington

Ketchikan Pulp Company  
Pacific Gamble Robinson Co.  
Pioneer Sand & Gravel Company  
Simpson Timber Company

## Ohio

Campus Sweater & Sportswear Co.  
Rubbermaid Incorporated

## Wisconsin

Schuster Construction Company

## Venezuela (Caracas)

Mr. William Cole

FABULOUS  
LEVER HOUSE

AIR-WICK

ALL

BREEZE

DOVE

GOOD LUCK

HANDY ANDY

IMPERIAL

LIFEBUOY

LUCKY WHIP

LUX LIQUID

LUX TOILET SOAP

PEPSODENT

RINSO BLUE

SILVER DUST

SPRY

STRIPE

SURF

WISK

## Ætna Casualty insurance protects Lever Brothers

... and thousands of other leading  
businesses large and small

Successful companies like Lever Brothers are not content with the ordinary or average. They know that truly *high quality, low-cost* insurance protection is possible only with:

(1) effective, nationwide accident prevention and loss control service, (2) efficient, economical and fair claim handling, and (3) flexible underwriting plans that permit these services to operate *directly* in reducing costs.

Furthermore, they know that insurance is vital to every aspect of their business — affecting everything from production and profits to employee morale. That's why they insure with a company like Ætna Casualty that understands not only the *business* values involved, but the *human* ones as well.

If *your* company is looking for *true* low-cost insurance consistent with good service, why not talk to your agent or broker about Ætna Casualty ... soon?

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Ætna Casualty and Surety Company • Affiliated with Ætna Life Insurance Company • Standard Fire Insurance Company • Hartford 15, Conn.

# Consequential Loss Exposure

by  
**Edward P. Folley**  
Vice President  
Johnson & Higgins, New York



**EDWARD P. FOLLEY**

*Edward P. Folley, vice-president, Johnson & Higgins, New York, N. Y., and a recognized authority on fire insurance, began his career in the insurance area in 1922 with the Westchester Fire Insurance Company. He remained in fire insurance ranks until 1944 at which time he joined Johnson & Higgins as a producer.*

*Lecturing for the Insurance Society of the New York School of Insurance since 1947, he has gained widespread esteem and respect for his outstanding work in insurance education.*

Perhaps it might be well to start by defining "consequential loss exposure." Turning to Webster's Dictionary, which is a helpful thing to do when the subject assigned for discussion is as broad as this one, we might suggest that "consequential," an adjective, refers to a "secondary result, . . . something that follows in logical sequence." The noun "loss," for our purposes, can be held to mean the "unintentional parting with something of value"; and "exposure," again for our purposes, means "laying bare of protection." There are many occurrences in our personal and business lives that fit these definitions, as for every action, there is a reaction. For good order, and since we are insurance buyers and our interests here lie in that field, let us confine our remarks to the insurance aspects of consequential loss exposure.

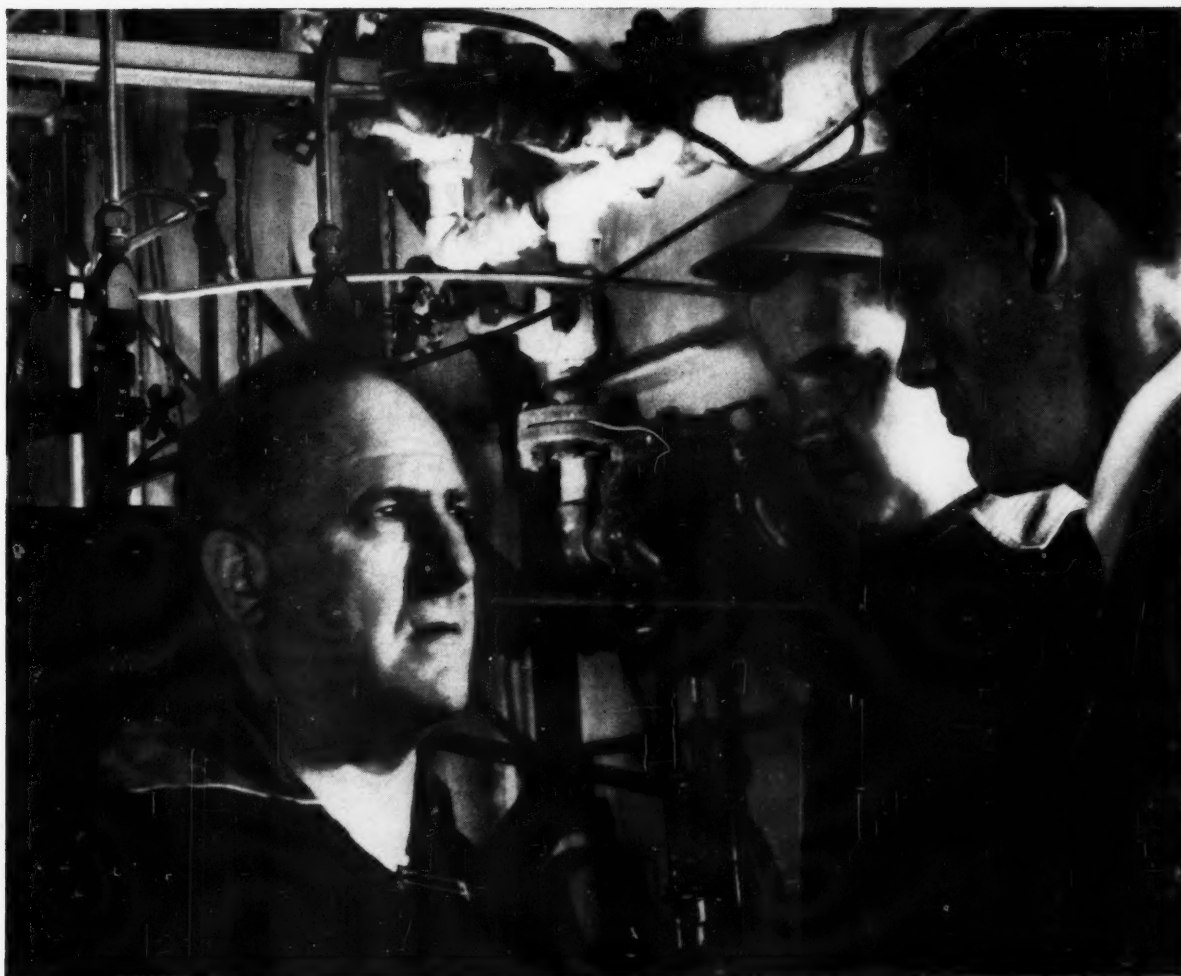
We cannot expect to have our discussion of insurance available against consequential loss exposure touch only on subjects that are unique to this distinguished group of buyers. Rather, we will have to discuss the subject, class by class, point out what insurances are available, and indicate, where necessary, any shortcomings we may find in such insurances. When we have completed our description of such coverages, we will have to look toward the future to determine whether we will be exposed to different forms of consequential loss against which we may or may not be able to buy insurance.

We should not consider that in this session we can discuss all aspects of consequential loss exposure, for each of us, depending upon our experience and our knowledge of our own business, may have different views about this subject. As buyers, we each have an individual advantage because we know at first hand the operations of our own employer. We are able or we should be able to confer with our engineering departments or research people. We should be able to confer with management and determine existing exposures and what the probabilities are for the future. Our knowledge of consequential loss exposures may lead us to recommend the purchase of consequential loss insurance if such protection is available. We may work to minimize the effect of such exposure; and if it is decided that nothing can be done as to buying insurance or minimizing the exposure, then we may have to get an expression from management that the exposure can be considered as a business risk.

In this connection, the remarks of your ASIM President, Mr. Parrett, at the Los Angeles Conference last September are pertinent. He said: "It takes losses to create a demand for coverages." We, as buyers, cannot afford to have our companies suffer consequential loss because we failed to ask key questions that might have uncovered the exposure and given us a chance to protect against it.

(More on Page 22)





## An Eye-witness Report Designed to Prevent Accidents

This man, a power plant inspector from The Hartford Steam Boiler Inspection and Insurance Company, has just crawled out of a water tube boiler. He's making a preliminary, first-hand report of the results of his inspection. The plant engineer and plant superintendent are paying close attention to what he has to say. And for very good reasons.

He represents an insurance company which confines itself solely to the insuring of power equipment. He has been trained by this Company in a very specialized branch of engineering: the early detection and accurate diagnosis of conditions which could cause disastrous accidents to power equipment. He is one of 600 field inspectors who

spend full time inspecting power equipment insured by this Company. And he is backed by a nationwide organization with specialized facilities: to help you and your broker tailor a boiler and machinery insurance policy to fit your special needs economically; to counsel on difficult power plant problems; to give quick engineering help if an accident should occur; and to provide equitable settlement.

When dealing with Boiler and Machinery insurance, it can be costly to have something less than the service of the *specialist*. Ask your agent or broker to put the world's largest organization of Engineering Insurance Specialists to work for you.

THE HARTFORD STEAM BOILER

**INSPECTION**

AND INSURANCE COMPANY



to keep power alive

Remember, *INSPECTION* is our middle name

Hartford 2, Connecticut

# Risk Management . . .

## *the next decade*

by  
**Dr. H. Wayne Snider**  
Professor of Insurance  
Wharton School of Business Administration  
University of Pennsylvania  
and  
Honorary Member of ASIM

What happens to Risk Management in the next decade will depend on the decisions made by the individuals and the organizations interested in Risk Management.

### **Professionalism**

There are many who wish to see risk management recognized as a profession. I believe that this objective can be achieved, but whether it will be, is open to serious question. It seems to me that the choice may well be between acceptance of the position as one requiring skilled (or even semi-skilled) facility in insurance buying or demand that the position require the creation of managers skilled in the treatment of risk.

I won't dwell on the technician in insurance buying. He is, perhaps, too much with us. He sees little challenge in his work, and consequently provides the conventional insurance coverages on the commonly recognized risks. The emphasis of the technician is often placed on the records of expirations, premiums paid, and claims recovered. When his broker shows him methods of reducing premiums, he is interested, but he doesn't know how rates are established and is not interested in learning.

The specialist in risk management, however, views his role in a



**Dr. H. Wayne Snider**

very different way. He recognizes his function as protecting his company against the loss of capital or profit. He brings initiative and imagination to his job. He recognizes alternative methods of dealing with risk and can recommend desirable approaches. He understands insurance coverages and rate making, but is not limited by conventional forms or approaches. Such persons are truly approaching the standard of performance which is recognized as professional.

It must be emphasized, however, that a profession is created only by

the recognition afforded it by the public. While various criteria are associated with those occupations which have achieved professional status, it appears that all of them are derived from the advanced education and training associated with the occupation. Even the association of a code of ethics with a profession appears to me to be a result of the specialized training and education which prevents the layman from accurately appraising the performance of the professional. I believe some serious thought should be given to the ethical relationship between the risk manager and his broker, the risk manager and his insurance carriers, and the risk manager and his corporate employer.

If risk management is to achieve recognition as a profession, it is apparent that a high degree of training and education must be evident in the performance of the occupation.

What opportunities are available for the risk manager to obtain specialized education and training?

First, let me suggest that an important step was taken with the appointment by the *American Society of Insurance Management, Inc.*, of a Director of Education, and of a Committee on Education, to

*(More on Page 16)*

ROBERT M. SMITH



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**CONNECTICUT GENERAL**



# Words

# Words

# and

# Words

by  
**Ralph H. Blanchard**  
Emeritus Professor of Insurance  
Columbia University  
and  
Honorary Member of  
ASIM

## The Language of Insurance

"Recondite, abstruse, occult, esoteric agree in denoting beyond the power of the average intelligence to grasp or understand." (Webster's Dictionary of Synonyms.) These adjectives may well characterize the language of insurance.

Within the separate guilds of the insurance business (roughly, life, fire, casualty, and marine) and their sub-guilds, its technicalities have been pretty well understood, but between the guilds, and more especially between the business as a whole and the public, understanding has been meager indeed.

In the academic world we have studied, and attempted to explain, the theories and operations of the insurance business to students reasonably well grounded in the English language, including the language of general business. We have long been impressed, and often distressed, by what Davis W. Gregg has called "an infernal and exasperating jungle of confusing terminology." Much of this terminology seems to have arisen from an attitude similar to that of Humpty Dumpty, who said to Alice, "When I use a word, it means just what I choose it to mean — neither more nor less."

Dr. Gregg has been appointed chairman of a committee on terminology of the American Association of University Teachers of Insurance. It is proposed to seek the cooperation of the insurance fraternity in an attempt to penetrate and clear up the jungle.

Until recently the guilds were operated largely independently of each other, and aside from the processes of selling, accounting, inspecting, and adjusting, largely independently of the public. In some quarters any inquiry or expression of opinion on insurance matters by the premium-paying public was regarded as intrusive impertinence.

But times have changed, and are changing at an accelerated pace. Life insurers are writing large volumes of health insurance; fire and casualty insurance are becoming multiple-line insurance; nonlife insurers are adding life insurers to their organizations, and life insurers are seeking to extend their operations into the property field; only marine insurance seems to be somewhat outside the general trend, perhaps because it was already doing a pretty complete job. And the public, especially the larger and more influential insureds, is asking questions and making itself felt, both directly in negotiations with insurers and indirectly through the press and governmental agencies.

These developments suggest the need of means of communication that will convey accurate knowledge and ideas among insurance men and between insurance men and the public. And the changes that have brought about this need will operate to intensify it in the future. "The beginning of communication of ideas is words. Thinkings of ideas is words. Thinking itself needs words. Only by throwing our nebulous notions into some sort of understandable language within our minds can we avoid sloppy thinking. Words are the only currency in which we can exchange thoughts even with ourselves." (The Royal Bank of Canada Monthly Letter, March, 1954.)

I am engaging in a hazardous enterprise in talking about the proper use of words. I realize that I may fall into error myself as did counsel for an insurer in opposing the writing of variable annuities. He based his argument wholly on his conviction that an annuity means periodic payment of an *invariable* amount but in his concluding paragraph used the term "reserve" incorrectly.

(More on Page 14)





## Hand the friendly **AM** man your casualty insurance "headaches"—and forget them!

You can put away the aspirin the day the AM sales representative goes to work on your insurance problems.

For he has both the genuine interest and the know-how from experience to take care of your company's complex insurance needs. Whether it's Workmen's Compensation, Liability or Group A & H—he can plan just the right amount of coverage for each exposure to loss—eliminating loopholes and overlapping.

Backing him up to give you the best insurance protection at the lowest possible cost are other AM service specialists: Production-minded Safety Engineers to cut down costly accidents . . . Claims Representatives (coast-to-coast) to handle cases quickly and fairly . . . Medical Specialists to help the injured recover faster and return to work sooner. To all these cost-cutting services add the savings opportunities through regular AM dividends (policyholders received nearly \$8,500,000 in 1958).

Now you can understand why so many companies have handed the friendly AM man their casualty insurance "head-

aches".\* Why don't you! American Mutual, Dept. NB-1, Wakefield, Massachusetts.

**\*Keasbey & Mattison Company**, another AM policyholder who profited through good safety experience, saved \$441,386 in 8 years (difference between manual rates for this industry and rates actually paid) . . . gained another \$78,500 through AM mutual dividends.

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Mutual** 

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Your friendly AM man can advise  
you on all your liability insurance needs

A leading writer of Workmen's Compensation, all forms of Liability, Crime, Accident and Health Insurance

## Central Ohio Becomes The Twentieth Chapter of ASIM

On February 10, 1959, a meeting was held in Columbus, Ohio, to formally adopt By-Laws for a new chapter of the American Society of Insurance Management, Inc., to be designated as Central Ohio Chapter.

Officers for the coming year are: E. W. Alstaetter of North American Aviation, Inc., president; Sam Garwood of The Columbus & Southern Ohio Electric Company, vice-president; E. I. Evans of E. I. Evans & Com-

pany, treasurer; and C. B. Rogers of The Peoples Broadcasting Corporation secretary.

Directors elected are: J. M. Ulrich, The Jaeger Machine Company, Columbus, and James Biggerstaff, The Anchor Hocking Glass Company, Lancaster, Ohio.

Thus, Central Ohio Chapter, ASIM, becomes the 20th chapter of the American Society of Insurance Management, Inc., and the second chapter in the State of Ohio.



Officers of Central Ohio Chapter, ASIM: Seated — E. W. Alstaetter, North American Aviation, Inc. (Columbus Division), president; Standing, left to right: E. I. Evans, E. I. Evans Company, treasurer; Sam Garwood, The Columbus & Southern Ohio Electric Company, vice-president. Seated: C. B. Rogers, The Peoples Broadcasting Corporation, secretary.

## Welfare and Pension Plans Disclosure Act Is Subject of New York Chapter Seminar

A constructive seminar on the new Welfare and Pension Plans Disclosure Act was held by New York Chapter, ASIM, on February 19, 1959, at the Hotel Statler.

Joe T. Smith, Insurance Manager for Union Carbide Corporation, Chairman of the Seminar, opened the session at 10 A.M.

Panel members were: D. W. Grant, Assistant Superintendent, Group Division, Aetna Life Insurance Company, Hartford; George Heitler, Assistant Secretary, Blue Cross Association, New York; and Sherman G. Sass, Account Executive, Martin E. Segal Company, Inc., New York.

Among the subjects discussed were: Background of the Federal Legislation; What constitutes a plan?; Definition of Plans Administrator; Reports to be filed; and Assistance from insurance companies and service organizations.

The one-day session was oversubscribed, according to Peter A. Burke, Managing Director for New York Chapter and ASIM.

### Correction

On page 4 of the January 1959 issue of *The National Insurance Buyer*, in the picture of the Board of Directors-Chapter Presidents Meeting, Chicago, 1958, the name of Wesley A. Johnston was listed, standing second, from left to right. This should have been listed as Robert S. Johnsen (president of Minnesota Chapter). Our apologies to Messrs. Johnston and Johnsen.



## An agent is known by the company he keeps

Whatever your insurance requirements—business or personal, you may rely on a CHUBB & SON representative. This responsible independent agent, carefully selected for character and competence, has the facilities to protect your interests properly.

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*Managers*

**FEDERAL INSURANCE COMPANY and associated companies**

## Words, Words — Blanchard

(From Page 10)

It would be highly desirable if each word meant only one thing, but a frequent source of error is the use of a word that means one thing to the speaker and another to the hearer. As a noted surgeon put it, "Not what I say, but what you think I say, is significant." Words should be accurate and should be used accurately. If a word has more than one possible meaning, its meaning in a given case should be indicated by qualification or by the context, but first of all it should be the right word. And every attempt should be made, in choosing terms, to avoid the necessity of qualification or context.

### Examples

My favorite example of a single word with a variety of meanings is

**coinsurance.** Basically the word means insurance by more than one. Perhaps its most familiar use is in fire insurance, where the insured bears losses in the proportion that he carries insurance on property in an amount less than a specified percentage of its value. In marine insurance, the term may have the same meaning (the implied percentage being 100) or it may mean insurance shared by more than one insurer. In major medical expense insurance, it means a contractual arrangement under which the insured bears a specified percentage of losses above a deductible, and not in excess of a maximum, amount. In reinsurance, it may mean sharing of the reinsurance obligation by more than one reinsurer. And now comes the group annuity with its "coinsurance of mortality," a sharing of gains or losses from mortality of individual groups by other groups.

Other examples of the same word meaning different things are **gross premiums** and **net premiums**. In life insurance the former is the premium charged the insured, the latter that part of the premium that makes provision for the payment of losses with allowance for investment income. In most of the non-life field, gross premiums are the premiums received by the insurer, net premiums the same premiums after deducting premiums on reinsurance ceded and return premiums.

**Direct-writing** insurer may mean either an insurer dealing direct with the insured, eliminating the middleman, or the original insurer as contrasted with the reinsurer. **Undewriter** may mean an insurer or a specialized employee of an insurer, or it may be a supposedly superior term for insurance agent.

(More on Page 30)



Cincinnati Area Insurance Managers, ASIM . . . Insurance Conference . . . Luncheon . . . January 28, 1959, showing part of the large attendance at the all-day insurance conference.





## **MAKING WAY FOR THE EXPLOSION**

Our population is growing so fast that experts call it an 'explosion.' The 65 million more Americans expected by 1975 will mean lower living standards for everyone unless we produce enough homes, schools, hospitals, dams, airports, water supply, electric power—and a bold imaginative road-building program to accommodate this flood of people.

Caterpillar Tractor Co. is ready for the greatest construction era in history with its 'Project Paydirt,' a vast research and development program. The famous maker of the big yellow machines is meeting the challenge ahead with more efficient and bigger-capacity earthmoving equipment—the first step in construction.

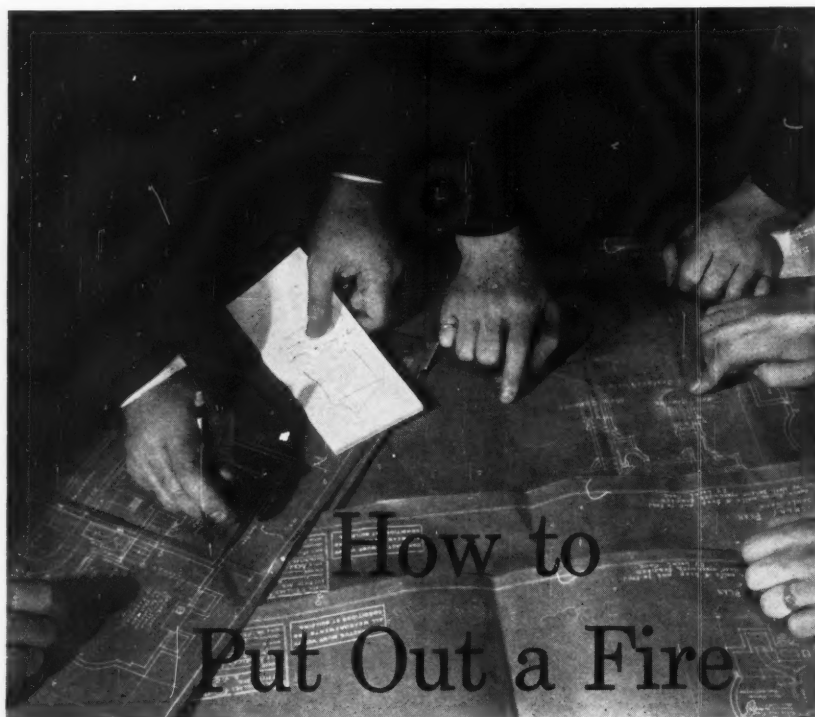
For protection, this pioneer in equipment turned to the pioneer in insurance. INA provides Caterpillar Tractor Co. with insurance that includes world-wide blanket liability, workmen's compensation, automobile liability, fire and, for its subsidiary in Australia, ocean marine.

Your business, large or small, can get the same *extra value* in complete protection and personalized service that makes Insurance by North America better. Ask any INA agent or your broker.

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**INSURANCE BY NORTH AMERICA**





## Two Months Before it Starts

This is the story of a steel mill fire that started when oil sludge near a drive shaft was suddenly ignited by hot scale.

Most of the huge one-story building was in danger. And since it had large areas of old-style asphalt-coated metal in the roof and walls, extensive damage could have resulted . . . with long, costly interruption of production.

Actually neither of these things happened. For two months earlier Boston Manufacturers' engineers had pointed out the need for automatic sprinklers over the drive shaft. As a result, when the fire *did* break out, the newly installed sprinklers opened automatically and checked the fire. The plant's trained fire brigade finished the job. Total time mill was shut down: *18 minutes*.

Surely *your* plant deserves this kind of engineered loss prevention *before* disaster strikes . . . *before* a fire, explosion or windstorm can seriously cripple your production. We'll gladly furnish details.

### **BOSTON MANUFACTURERS MUTUAL INSURANCE COMPANY**

225 Wyman Street — Waltham 54 — Massachusetts

**Plant Protection isn't a set of rules . . . it's a way of life.**

### **Risk Management — Snider**

(From Page 8)

assist in the development of college curricula for risk management. The American Association of University Teachers of Insurance appointed a cooperating committee of their own to work with the ASIM Committee. As chairman of the A.A.U.T.I. Committee I can report that progress is being made in this area. It may well be that within a comparatively short period of time a large number of our colleges will be offering courses in risk management. It may be interesting to know that college students are becoming increasingly aware of risk management and are showing serious interest in its development. Currently several students are writing theses dealing with various phases of this subject.

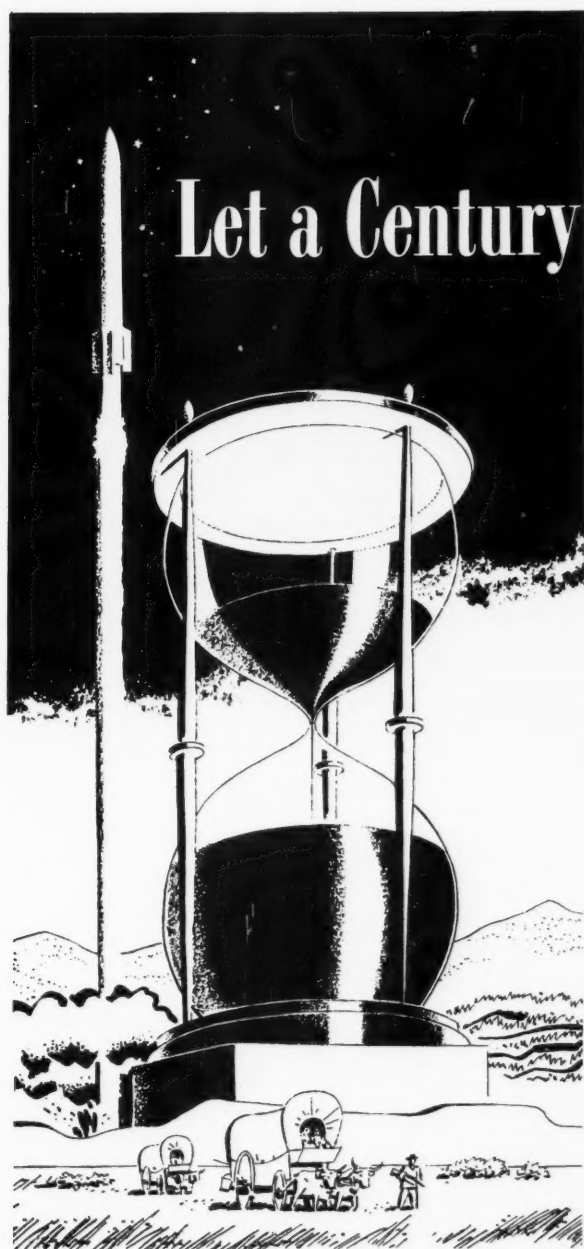
A second step in promoting the educational opportunities of the risk manager is being undertaken with preparation of at least one text book devoted to risk management. This book, and there may be others, will be available before the end of this year. This will provide a framework for the creation of additional literature in the field and will further assist in providing educational opportunities.

I am certain that there is awareness of the growth in the number of seminars, conferences and courses sponsored by interested organizations. Their importance is self-evident.

The development of professionalism will be dependent, in part, on whether those who have responsibility in this field will take full advantage of these facilities and will actively promote their further development, or whether they as individuals, remain passive while giving lip-service to "professionalism".

Let me be candid for a moment. Some of you have responsible positions as insurance managers with large firms. You have influence with those who look to you for guidance and leadership. In many cases your own formal education was forced to suffer because of the

(More on Page 18)



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# PROGRAM

## Sixth Annual Insurance Conference

April 8, 1959

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ASSOCIATION, ASIM

Shamrock Hilton Hotel      Houston, Texas

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Association of Casualty & Surety Companies  
New York, N. Y.

*"Federal vs. State Regulation of Insurance"*

**Albert A. Morey**

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*"Internal Operations at Lloyd's of London"*

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*"Expanding Responsibility of Insurance Management"*

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*"Proposed Merit Rating of Automobile Insurance"*

**Charles A. Fleetwood**

Vice President — Southwestern Operations  
Prudential Insurance Company of America  
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*"Variable Annuities"*

Conference Chairman  
John Benson, Insurance Manager  
Tennessee Gas Transmission Co.  
Houston, Texas

## Risk Management — Snider

(From Page 16)

necessity for getting a job and earning a living. Because of your intelligence and initiative you were able to graduate from the well-known "school of hard knocks" and became insurance managers. You are proud of your accomplishments, and rightfully so. There are some of you, in the group which I have just pictured, who resent the idea of a new and different approach to the problem. You fear that it constitutes a threat to your position. While the threat is largely baseless, the fear is real. Some of you, faced with this situation, may unconsciously be sabotaging the movement toward professionalism by sniping at the forces which bring it about. On the other hand, if you will show the same initiative and intelligence, which you showed in earlier years, in guiding this movement toward a formal education approach, it will constitute no threat to you, and you will have the satisfaction of making a major contribution to the development of "the new profession".

The second major influence which will shape the next decade is the activities of the organizations interested in risk management. Basically there are three types of organizations which can or should play a role in risk management.

First, the educational organizations and institutions

Second, the professional societies, and

Third, the trade associations.

It is my belief that the activities of these organizations should broadly supplement, not duplicate, each other if they are to be most effective in promoting risk management.

The educational organizations must provide both educational and training programs for the risk manager. (At this point it may be desirable to distinguish between education and training. The emphasis of education is on "why" while the emphasis of training is on "what

(More on Page 20)





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It is in the upper limits of value that insurance is most needed—and too often lacking—for destruction of a major portion of the property without insurance could well mean financial ruin. In order to assure adequate protection, the intelligent approach requires establishing the total value of the property for placement purposes and a property record that will provide the necessary details for preparing a proof of loss.

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## Risk Management — Snider

(From Page 18)

and how".) During the next decade it will be necessary to maintain and expand both of these areas. The need for a better understanding of risk management is apparent to all of us. I am frank to admit that there is failure on my part fully to understand and appreciate many of the basic areas of risk management. In addition, there is vital need to maintain an effective training program. Any field as dynamic as risk and insurance needs a superior training program to assist the practitioners in keeping informed on new techniques and approaches.

The professional societies, likewise, have important functions to perform. Not only must they promote professionalism generally, but they must attempt constantly to maintain a professional attitude on the part of their individual members. They are responsible for the creation of a code of ethics to guide the activities of their members. They must establish a professional testing body and, perhaps, award appropriate designations to those who have established proficiency within the field. They are responsible for the encouragement of basic study and research in their field. They must protect and promote the interests of their membership in all appropriate areas.

The trade associations must represent not the individual risk managers who are represented by the professional society, but the interests of the corporate consumers of insurance. It is unfortunate that this area has been neglected in many ways in the past. There is a need for an expansion in activities in this field in the future if risk management is to develop as effectively as it might.

To be more specific, I believe that such organizations must become public spokesmen for the corporate insurance consumers and must make their voices heard in appropriate areas. As such they should play an important role in the whole area of insurance regulations. If such an organization existed today,

I have no doubt that it would be an effective instrument in assisting insurance companies to obtain fair and adequate rate increases in such fields as automobile insurance, or could assist in developing a more rational basis of fire insurance rating. In addition, it might well play an important role in the modification of traditional restrictions which are hampering the development of the insurance industry. For example, it might encourage the quotation of rates on commercial coverages net of external acquisition costs. If this were done, brokers would be paid by those they are serving rather than by those from whom they are buying, and the amount paid would reflect the value of services rendered. I have no doubt that such a development would benefit all parties concerned.

There is one aspect of organizational activity which does disturb me and that is the growth in the number of different organizations which are becoming active in the field. Although this expression of vitality and interest on the part of many individuals is certainly a heartening sign, I am fearful that the duplication of effort and the separation of forces may ultimately serve to weaken the movement.

### Summary

Therefore, let me summarize most briefly. One, if risk management is to receive professional recognition, educational and training opportunities must be provided and used by those active in the field. Two, the growth and development of risk management will be strongly influenced by the activities of the organizations interested in the field. These organizations must be active in the maintenance of executive training and educational programs; the promotion of professionalism for the individual risk manager and the protection of his interests; and the development of a trade association representing all of the interests of the Corporate Insurance Consumer.

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## Consequential Loss —Folley

(From Page 6)

Consequential loss exposure has always existed. It would appear, however, that our present consequential loss exposures are now much greater. Larger operations bring greater exposures; and our country, its population and its businesses are growing. New industries, new products, all bring with them consequential loss exposure that we must recognize and fit into the insurance protection now available.

The fire and inland field perhaps offers more types of insurance cover designed for consequential losses than any other field. Business interruption insurance is one such type. Business interruption forms have had frequent revision, and even now the "Two-Item" Forms for both manufacturing and mercantile risks are being replaced by "Gross Earnings" Forms. So-called Group II employees (which will now again be referred to as "ordinary payroll") can be insured for varying periods — 90 days through a year — or need not be insured at all. The new forms will probably exclude "any other consequential or remote loss" as the present forms do. Loss of "good will" still remains the chief consequential or remote loss that is *not* covered. The new manufacturing form will have no limitation on time to replace raw stock or stock in process. This is good and eliminates a potential

consequential loss exposure we now have to think about and perhaps adjust our insurance policies to cover.

Extra expense and rental value insurance also protect against consequential losses. Perhaps we have not used these forms as fully as we might. When we have a property damage loss to our plant or office, we may need to work nights; we may need to work Sundays to get back into production quickly. Such overtime work costs more than if we should do the repair work during the regular working day. This consequential loss is not covered by our direct property damage insurance. We need a time element cover to pick this up. Business interruption, rents, or extra expense properly written will do this.

\* \* \*

Leasehold interest insurance gives us protection against still another loss exposure. If we rent property and have a favorable lease, we can lose this advantage if a fire damages the building and our lease is cancelled. This exposure also exists where we sublet a building on terms favorable to us. If we have paid a bonus to get a lease, or if we have paid advance rent, or if we have spent money for improvements and betterments as a consideration in getting the lease, should anything happen to the building resulting in the cancellation of the lease, we would stand to lose. This consequential loss ex-

posure can be insured by the leasehold interest policy form A or B. There is no conflict between this leasehold interest policy and direct coverage on the improvements and betterments. It is true that, if the improvements and betterments are destroyed by fire, we would collect for them under our property damage insurance, but, if the improvements and betterments were not destroyed by fire but our lease was cancelled as a result of a fire in another portion of our premises, we would have to move out and we would have to leave the undamaged improvements and betterments behind us. Leasehold interest policy form B properly written will take care of this consequential exposure.

There is also a consequential loss exposure because of the operations of any state or municipal law or ordinance, regulating the construction or repair of buildings. Should we have a building located in an area subject to such regulations, we might find that, after a fire, we would have to tear down some of the undamaged property. When we have the site cleared, we may wish to rebuild at that location but may find that because of a local ordinance, we would have to use a more expensive construction than that contained in the property destroyed. Such consequential loss exposure can be insured against by using the demolition endorsement and the increased cost endorsement.

(More on Page 24)

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Corporations are usually sure their accounting is in order but have C.P.A.'s check it.

Corporations are usually sure their insurance is in order but they should have it checked. The same logic applies to both.

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**Riveting is noisy work** but it doesn't bother the men up there on the platform who shoot and buck rivets on the tail assembly of a Lockheed Electra. They wear ear plugs like those being discussed by the two Safety Men in the foreground. That's J. F. Hatton at the right, Lockheed's Chief Safety Engineer, with Carl Parham (left), Accident Prevention Manager from Employers Mutuals' Los Angeles office.

Employers Mutuals is proud of the leadership of policyholders like Lockheed in the battle against noise. Our experience in this field has proved helpful in many places and in many ways. In Wausau, our home town, business men established the first city hearing

measurement center. The Visiting Nurses Association handles this free service for employees in Wausau industry. Wherever sound is a problem for Employers Mutuals' policyholders, our experts in hearing protection and noise control are ready to serve.

*"French fried ear plugs" and "hearing histories" help Lockheed solve the problem of noise*

# Wausau Story

by **DR. ROGER B. MAAS** Hearing Consultant  
for Employers Mutuals of Wausau

**I**F WE COULD ADD SOUND to the picture at the left, believe me it would be noisy. This is at the Lockheed Aircraft Corporation in Burbank, California . . . and what we see is part of the assembly line where they're turning out the giant new prop-jet Lockheed Electra. This is one of the quietest airliners in the sky but when it's being built, the noise can be intense. Forging hammers shaping the metal . . . riveting, drilling, pounding! You can understand that noise like that might affect a worker's health and safety. It's a big problem.

"Here's how Lockheed is solving it: First step (nearly 16 years ago) was a survey of the entire plant, using 'sound level meters' to get a scientific measurement of noisy areas and occupations. Then they established an audiometric testing station where specially trained registered nurses measure the hearing of employees who work in noisy areas. At regular intervals re-checks are made to keep an up-to-date 'hearing history' for each employee—a valuable aid in determining the kind of work compatible with each employee's hearing acuity and stability. They use other hearing protective devices too—ear plugs, muffs and machine noise reducers. I have always admired the hearing conservation program Lockheed pioneered."



**"Hearing Histories"** are kept up to date by regular re-checks of employee's hearing. Here Louise Davidson, R.N., in charge of Lockheed's Audiometric Testing Section, re-measures the hearing of Herb Dirlam, sheet metal worker. The next picture shows Era Widle preparing ear plugs. Cotton Strips are 'rench fried' to impregnate them with wax. As many as 5,000 plugs are used a day.

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## Consequential Loss —Folley

(From Page 22)

When we use these endorsements, we should also buy depreciation or repair and replace insurance, and we will also want to have enough insurance to pay the entire loss, including the cost of the actual demolition work or site clearing.

In the time element covers — rents or business interruption — we also find a prohibition against any increase of loss because of the operation of any state or municipal law or ordinance regulating construction or repair. If we want to collect for this additional time, we have to endorse our business interruption or rents insurance to cover loss during such extended time as may be required by the demolition and rebuilding with other materials.

The building of a new factory or store brings additional consequential loss exposures. We should arrange business interruption insurance while the property is in course of construction for, if the scheduled opening date is delayed by an insured peril, we would lose anticipated profit and entail continuing expenses for training of employees, advance advertising, and other items. Insuring the new building site may not be enough. In many instances factories center around

special machinery that may need six months or more to build. Management schedules the building and the machinery to come together at the critical time. A fire damaging our machine at the plant of its manufacturer or a rail wreck that damages our machine in transit to the plant may set back our opening date. Our new store may require special fixtures, special carpeting, special air conditioning. Any delay caused by fire or other perils at point of manufacture, or during transit, or while at an assembly point awaiting installation, may result in a consequential loss. Such exposures are insured by contingent forms of business interruption. These contingent forms take care of still another consequential loss exposure. They can be arranged to cover one or more contributing plants or one or more recipient plants required by our business.

\* \* \*

Manufacturers have still another consequential loss exposure. If the manufacturer maintains an inventory of finished stock, he can protect his profit in such stock by having his property damage insurance written with a selling price clause if such a clause is available for him. If not available, the profit may be insured by a profits and commission policy. Business interruption forms covering manufacturing risks do not cover finished stock.

The merchant does not need profits and commissions insurance; his business interruption insurance works for him in this connection. The merchant, however, must examine any stock limitation clause that may appear in his business interruption policy, and if there is such a clause that might restrict his coverage, proper changes should be made.

Both the merchant and the manufacturer have still another exposure. This is in their accounts receivable records. The extent of this exposure will vary. Some of us know that our company has tremendous assets represented by accounts receivable located in a relatively small area and with little, if any, duplicate records available. A fire, water damage, and many other causes might result in the loss of many thousands of dollars. Accounts receivable insurance is the answer. Another firm may have substantial accounts receivable but have adequate duplicate records available and may not need this insurance.

Many of our policies are being endorsed in one way or another to exclude radioactive contamination. Now we are finding in the fire field new endorsements which, for an additional premium, enable us to buy back some of this radioactive

(More on Page 26)

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ness in the same shape financially as if there had been no fire.

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## Consequential Loss —Folley

(From Page 24)

contamination exposure which we lose.

Our shopping centers are usually built around one or two large stores, a department store or a super-market. On the fringe we will find drug stores, bakeries, specialty clothing shops, etc. Should any accident, such as a fire, destroy the main store, in all probability the satellite stores would have very few, if any customers during the time the big store was shut down. This certainly is a contingent loss. The little store having suffered no damage, could not collect under its use and occupancy policy. So far, there appears to have been no insurance devised to protect against this contingency.

During the summer of 1957, there was a very severe water emergency in New Jersey. One community found it necessary by act of civil authority to ration water. A manufacturing company was forced to shut down to conserve water for possible emergency fire use. The company made a claim under the Two-Weeks Civil Authority Clause in the use and occupancy policy, but recovery was denied by the court because the damage was not directly caused by fire which was claimed as the in-

sured peril. It is problematical if such insurance could be secured.

In the liability field there are also many consequential loss exposures. At one time liability policies were silent on "loss of use," which is a consequential loss following an accident to property or to a person. The policies available now include wording extending the legal liability to include loss of use and loss of service. Because of this, we may consider such secondary loss as a direct loss.

We do have some definite consequential exposure in the liability field. For example, products liability insurance might be considered as a direct cover, but when we have a faulty product, we might have a consequential loss, if we must recall our product at substantial cost to us. Recall insurance has a limited market, and as in business interruption, the further consequential loss of good will is not insurable.

The consequential losses in the field of industrial injuries are usually considered to run to four times the amounts paid in compensation to injured workmen, but none can be protected through insurance. We have established procedure in respect to silicosis cases, and we have established procedure as to loss-of-hearing cases. Generally speaking, the carrier on the risk at the time the claim is made pays the entire

loss, but if proper attention had been given to a pre-employment physical, such a claim might not have arisen because the employee might not have been hired or might have been put into a department where he was not exposed to dust or industrial noise. With a proper pre-employment physical, in some states a silicosis case might go back in part through the second injury fund, thereby reducing our compensation cost and improving our compensation record. By the same token, with knowledge of a hearing loss through industrial noise, prior employers could be put on record and be called upon to share in any such loss if it came about.

In radiation cases where the injury may have been progressive over a period of years, during which time there may have been several underwriters on the risk, we may expect the final employer to be liable. In the years ahead, some *modus operandi* will undoubtedly be developed to take care of such cases.

Liability underwriters go a long way to give us protection against consequential loss exposure. It is important that we keep ourselves informed of such exposure and then try to work out covers with underwriters. A special type of coverage available and certainly representing a consequential loss exposure is

(More on Page 28)

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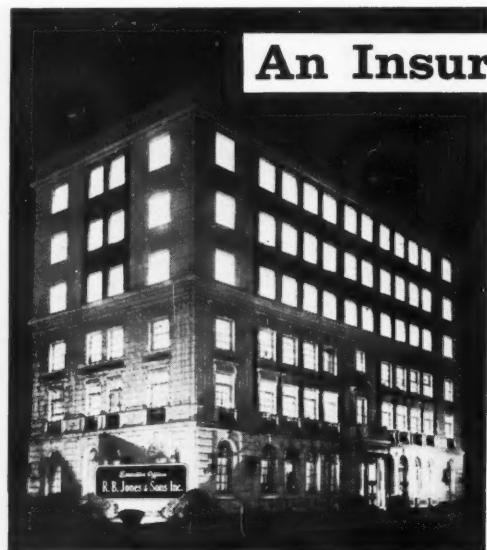
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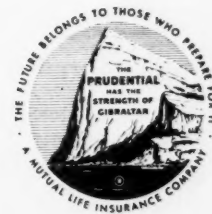
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**The Prudential**  
INSURANCE COMPANY OF AMERICA

## Consequential Loss —Folley

(From Page 26)

a so-called "sistership" liability or grounding insurance available for aircraft. If, as a result of accident to one aircraft, all other aircraft of that type are grounded, the manufacturer suffers a consequential loss which can be covered by insurance.

In the boiler and machinery field, consequential loss exposure can be written to cover damage to our property or loss of our earnings because of an explosion or other insured accident that may damage our own boiler or machinery. If we depend upon outside sources for steam, we can write a contingent consequential loss cover to protect us against loss should these outside facilities be damaged or destroyed by an insured peril. Normally steam boiler protection of this type is bought when we get steam from an adjoining plant. When a plant gets its power supply from a public utility, underwriters usually will not classify this exposure as contingent use and occupancy coverage. There is, however, a power interruption endorsement which can be used, but which does involve a considerably higher premium than use and occupancy insurance.

\* \* \*

Some of us have bought "umbrella" policies. These policies provide excess limits over existing third-party insurance. This

policy provides coverage over self-assumed retentions in respect to certain exposures against which we may not carry first cover (libel and slander for instance), but the "umbrella" policy also covers us for consequential loss.

In the employee benefit plan field, we might suggest that all such plans, in a way, protect our company against a consequential loss because the absence of such plans might be a factor in the success of our personnel department in hiring the type of employees we need. Meeting retirement costs without a plan and without reserves might have serious consequences should an unduly large number of employees come up for retirement at about the same time.

There are, however, some more specific applications available for consideration. Key man insurance coverage has a place in the large corporation, as well as in the smaller closely held corporation. Such insurance protects the company should the key man die by making it possible to employ a competent replacement. It makes it possible to maintain profits, to maintain credit standing and general operations until the adjustment period has passed. Should the key man live until retirement, the case value of the insurance may be used to fund deferred compensation.

A large corporation may find the need for life insurance to protect it

against consequential loss that might arise out of a contract to employ a man having special talents, who has a definite promise of deferred compensation which would be a continuing obligation after death. Partnerships and closely held corporations also have a consequential loss exposure based on many factors. The use of life insurance to offset consequential loss exposure, involving as it does tax law, business law, and specialized contracts, requires the attention of most competent advisers.

Long-term disability insurance is now available. It is designed to cover a serious gap in executive protection and, as such, can be considered as protection against a consequential loss exposure. We do all we can to assure the future of our employees when they retire. Our best efforts might go to waste if the employee should suffer a long-term disability, during which time we found it impossible to pay his full salary. In order to maintain himself, the employee might have to use his savings and his life insurance; and perhaps as a consequence of this long-term disability, he would not be able to enjoy the financial protection set up for him under our employees benefit plans.

\* \* \*

What other consequential loss exposures can be expected in the future? Here we must use our imaginations about our own businesses

(Concluded on Page 35)

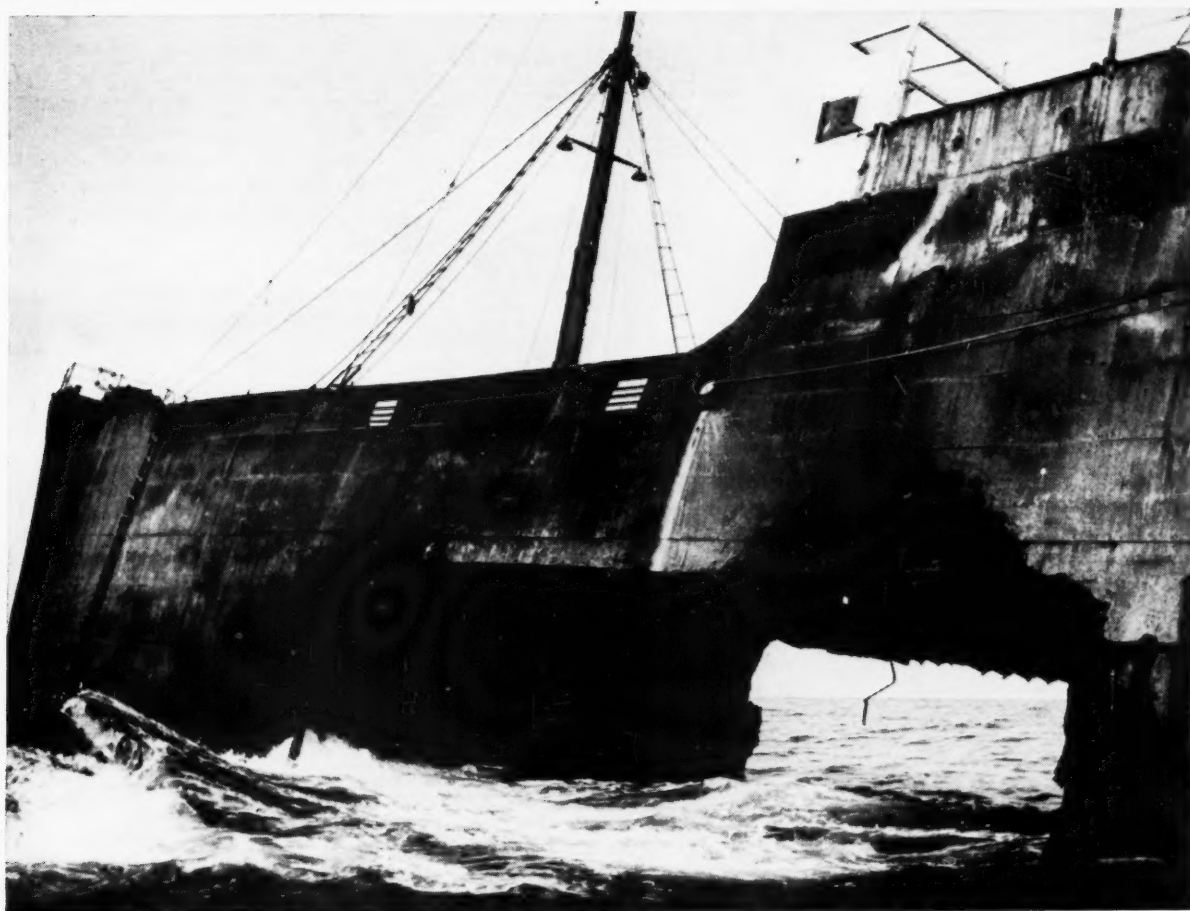


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**Words, Words — Blanchard**

(From Page 14)

**Exposure** may be the payroll of a workmen's - compensation risk or the hazard of fire communicated from one risk to another. **Risk** itself may mean probability of loss, uncertainty, or the subject of insurance. And so on.

Incorrect use of words proceeding from ignorance of their meaning is less common, though not unknown even among insurance practitioners. The error that seems to be most common is the use of **reserves** in the sense of assets. Several years ago the following appeared in a report of the Superintendent of Insurance of New York: "In some instances, for example, reserves must be established from which payment may be made. . . ." Now a reserve is a liability and should be treated as such. One finds no item on the asset side of the statement labeled "reserve." True, the reserve liability is the chief determinant of the amount of assets needed to maintain solvency, and the New York law properly specifies the relationship of types of investment to the amount of the reserve, referring to "reserve investments" but not to investments of the reserve. It seems to me that it would be desirable to emphasize the liability character of the reserve as representing obligations of the insurer rather than to impress the public with the accumulation of "reserves" that to many a critic of the business represent the insurer's wealth amassed at the expense of its insureds.

The **law of averages** is much abused. A leading insurance periodical says, "If you don't roll the dice enough times, the law of averages will not apply." The term is a popular one; if it has any content it is that of the law of large numbers which teaches that, as the number of trials increases, the proportion of results approaches the underlying probability. The law always applies, though a large number of cases (risks insured) is required to expect predicted losses to occur within practical limits.

**Life expectancy**, or **expectation of life**, is often cited as a basis for life-insurance operations though it is not used in life-insurance calculations. It is not the probable future lifetime of the individual nor does a life insurer assume that insureds of a given age will survive for the period of their life expectancy. It is the average after lifetime of persons of a given age according to a given mortality table and, as it increases, is only an indication of increasing longevity. The redundant term **average life expectancy** is not infrequently found; one may properly average averages but that is not the usual case. The courts have often based valuations of the life of a person on life expectancy, quite without scientific justification. At times, it is assumed that the mortality of a group of a given average age will be that indicated by the mortality table for persons of that age. But mortality increases more rapidly as one passes from the earlier to the later years (except during the very earliest). The mortality rate at, say, age 60 is not an indication of the probable mortality rate of a group whose average age is 60.

One is often confronted with several terms meaning the same thing; the problem becomes one of choice, and choices are frequently carelessly made. One of the most common choices is between **carrier**, **company**, and **insurer**.

It would seem to me best to standardize on the last. In the case of carrier, confusion with means of transportation is sometimes found, particularly in marine, and inland marine, insurance, and often one speaks of "carrying" insurance with an insurer. Not all insurers are companies, and there is sometimes confusion with companies in other types of business. But there is no ambiguity in the term "insurer"; it covers individuals, societies, and all others, and is not subject to confusion with other enterprises. **Insured** is to be preferred to **policyholder**; the former is functional and generally understandable.

(Concluded on Page 31)



## Words, Words — Blanchard

(From Page 30)

**Contract** seems to me to be preferable to **policy** to mean the agreement between insurer and insured. It is a term generally understood while "policy" is a word of art and indicates primarily the document in which the contract is embodied.

In one news story I find the following terms: **multi-peril, all-risk type, comprehensive, named perils**, all applied to the same contracts.

On the ludicrous side is "maximum potential single-loss possibility."

The above is by no means a complete catalog of terminological problems, nor has each case been thoroughly analyzed and a necessarily well-founded solution suggested. The purpose here is to point out the existence of such problems and to indicate their importance to a growth of sound understanding of, and thinking about, insurance.

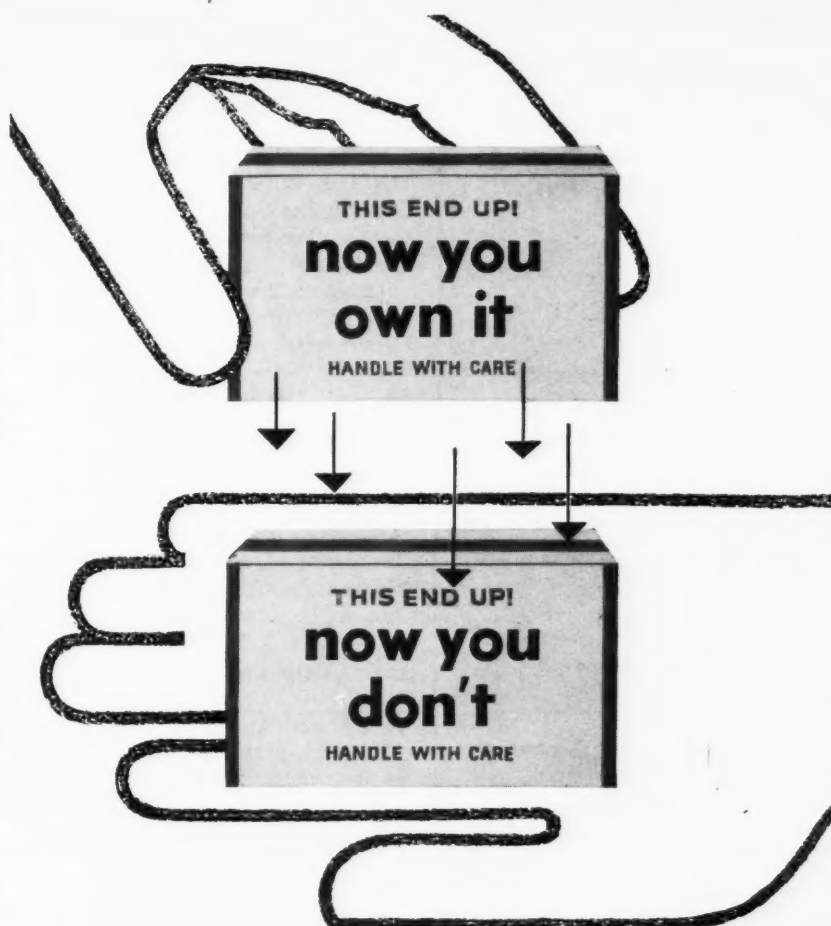
Within individual compartments of the business inaccurate or poorly chosen expressions may be corrected in the minds of insurance men by their basic knowledge of what is intended. But between these compartments, as broader comprehension is needed, these expressions can lead to confusion and interfere with the gradual development of **insurance** as distinguished from separate **sorts** of insurance.

### What Is Sorely Needed

As between the insurance business and the public the need for better understanding is much greater, and such understanding would be promoted by avoidance of terms primarily of use to insurance men in dealing with their technical problems. Standardization of terminology, use of generally understood words, and education in insurance facts and ideas are sorely needed.

(An address at the Mutual Insurance Technical Conference — Boston, Massachusetts, November 27, 1958)

The National Insurance Buyer — March 1959



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**Powers Elected President  
Of Southern California  
Chapter, ASIM**

Waldo W. Powers of the Signal Oil and Gas Company, Los Angeles, is the new president of Southern California Chapter, ASIM.

Other officers elected for the 1959-1960 term are: M. J. Bowman, American Potash & Chemical Corporation, vice president; Norman Horney, Consolidated Rock Products Company, treasurer; and Steve Culibrk, Citizens National Bank, secretary.

Directors are: D. F. Budd, Los Angeles; John M. Degnon, Space Technology Laboratories, Inc.; John Nelson, The Alfred Hart Company; James P. Lang, Loew's Incorporated; Harry E. Rugg, Hughes Aircraft Company; and Roy A. Balling, Northrop Corporation, immediate past president.

Harvey Humphrey, of the Title Insurance and Trust Company, is a Director of the American Society of Insurance Management, Inc., representing Southern California Chapter.

**Atlanta Chapter Elects  
New Officers**

William H. Quay, Jr., Insurance Manager for The Coca-Cola Company of Atlanta was elected president of Atlanta Chapter, ASIM, succeeding B. W. Rainwater of Georgia Power Company.

Other officers are: Kenneth Black, Jr., head of the Insurance Division of The Georgia State College of Business Administration, vice-president; W. Ray Walker, Assistant Comptroller of the Citizens & Southern National Bank was re-elected secretary-treasurer.

B. W. Rainwater was elected a Director of the American Society of Insurance Management, Inc., representing Atlanta Chapter to succeed Barney E. Carnes, Jr., of Delta Airlines, Inc.

Committees appointed for 1959-1960 are: *Program Committee*: Kenneth W. Black, Jr., Chairman—B. W. Rainwater, C. H. D. Tarrer (Southern Airways, Inc.); Jack Guthrie (American Art Metals

Company); and J. A. Hall III (Citizens & Southern National Bank).

*Insurance Conference Committee*: John W. Hall, III, Chairman—Allan C. Mathias (Atlanta Transit System, Inc.); R. P. Head, Jr.; and Barney E. Carnes, Jr.

*Membership Committee*: Frank D. Murphy, Chairman (Lockheed Aircraft Corporation, Georgia Division) — F. C. Aldridge (Southern Nitrogen Company, Inc.); Marvin Schmalzried (Curtiss 1000 Inc.); and George Estey (Southern Airways, Inc.).

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*Publicity & Public Relations Committee*: Hedley B. Wilcox, Chairman (Atlanta Newspapers, Inc.) — R. B. Langdon (Georgia Power Company); and Charles S. Conklin (Georgia Highway Express, Inc.).

**Chicago Chapter, ASIM Elects  
Officers**

Ewald R. Zimmerman of American Bakeries Company, was elected president of Chicago Chapter, ASIM, for the 1959-1960 term.

Serving with Mr. Zimmerman are: Frank A. O'Shaughnessy, Container Corporation of America, vice-president; Geoffrey J. Burns, Continental Illinois National Bank and Trust Company, re-elected treasurer; and Miss Ann Auerbach of Goldblatt Bros. Inc., re-elected secretary.

Directors are: George E. DeWolf, Jewel Tea Company, Inc.; Eugene E. Williams, Collins Radio Company; Ewald R. Zimmerman; P. B. Gerke, Joslyn Manufacturing & Supply Corporation; Frank A. O'Shaughnessy; R. B. Wiltse, Automatic Electric Company; Paul Kipp, United States Gypsum Company; James A. Philhour, Encyclopaedia Britannica, Inc.; and Roland M. Schenck, Stewart-Warner Corporation.

### **Delaware Valley Chapter Re-elects Garton President**

Charles R. Garton, The Atlantic City Electric Company, was re-elected president of Delaware Valley Chapter, ASIM, at a meeting held on February 16th.

Serving with Mr. Garton are: David D. Day, American Viscose Corporation, vice-president; Chester H. Drummond, Campbell Soup Company, treasurer; Milton H. Shaw, Kaiser Metal Products, Inc., secretary; J. Joseph Bonanomi, The Budd Company, assistant treasurer; and John Carr, Penn Fruit Company, assistant secretary.

F. W. Pennartz, Food Fair Stores, Inc.; F. W. Norcross, The Budd Company; and H. C. Giles, E. I. DuPont de Nemours & Co. Inc., are Directors of Delaware Valley Chapter, ASIM.

Semi-Annual Meeting

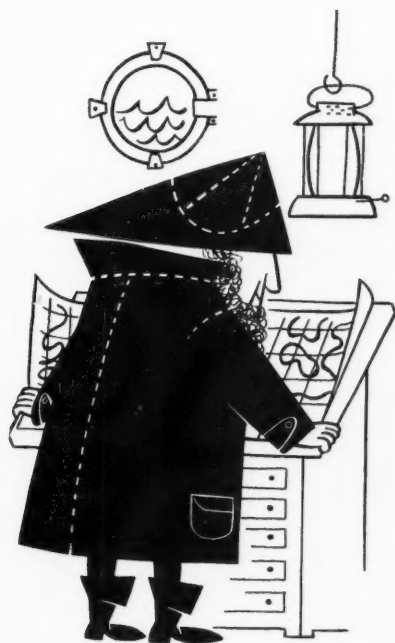
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## Committee Appointments Announced

H. Stanley Goodwin, president of the American Society of Insurance Management, Inc., has announced the appointment of Casimir Z. Greenley, International Minerals & Chemical Corporation, Chicago; and Ralph W. Low, Westinghouse Electric Corporation, Pittsburgh as members of the Executive Committee of ASIM. Members of the Executive Committee are the officers, H. Stanley Goodwin, W. Howard Clem, T. V. Murphy, F. W. Norcross, Merritt C. Schwenk, Jr., and two members appointed by the president — Mr. Greenley and Mr. Low.

Chairman of the Executive Committee is Joe T. Parrett, The Carnation Company, immediate past president of ASIM.

### Financial Committee

Appointed to serve on the Financial Committee of ASIM are: Charles Svihra, McKesson & Robbins, Inc., and David D. Day, American Viscose Corporation. Frank W. Norcross, treasurer of the American Society of Insurance Management, Inc., is Chairman of the Financial Committee.

## CLEVELAND AREA INSURANCE MANAGERS MEET

Insurance managers from the Cleveland area met in Cleveland on January 26, 1959, and elected Paul MacDonald of the Carling Brewing Company, temporary chairman and Miss Julia Sullivan of the General Tire & Rubber Company, temporary secretary.

This group of insurance managers has voted to affiliate with the American Society of Insurance Management, Inc. and expects to formally adopt by-laws and elect permanent officers at a meeting in March.

Those attending the January meeting were: Walter S. Wood, Stouffer Corporation; Thomas J. Cobb, Halle Bros. Company; G. L. McCready, Cleveland Pneumatic Industries; Walter K. Johnson, North American Coal Corporation; P. W. Willberg, Goodyear Tire & Rubber Company; Ray Misch, Cleveland Electric Illuminating Company; Ray Kanaga, Cleveland

Electric Illuminating Company; Miss Julia Sullivan, The General Tire & Rubber Company; Paul MacDonald, Carling Brewing Company; Willard W. Thomas, Campus Sweater & Sportswear Company; J. C. Hughes, Hupp Corporation; R. E. Young, Ohio Boxboard Company; H. C. Cogan, Parker-Hannifin Corporation; Warren S. Fulton, Timkin Roller Bearing Company; DeWitt C. Cox, Timken Roller Bearing Company; L. R. Gabriel, Rubbermaid, Inc.; and R. L. Wilkes, B. L. Marble Chair Company.

Mr. Peter A. Burke managing director of the American Society of Insurance Management, Inc., addressed the meeting. He was accompanied by Mrs. Peter A. Burke, editor of the National Insurance Buyer. Both Mr. and Mrs. Burke were guests at the meeting in Cleveland on January 26th and at the insurance conference sponsored by Cincinnati Area Insurance Managers, ASIM, on January 28th.

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## Consequential Loss —Folley

(From Page 28)

and about the changes we see on all sides of us. Let us discuss some items that may become a loss to those involved but which would hardly appear to be of concern to us as insurance buyers. A recent ruling on air rights in New York City by a State Supreme Court Justice (not the highest court in New York State) may require redesigning of future skyscraper tower floors, with the result that they will have less area — therefore, less income. There is no insurance against that. Recent newspaper items written in general terms, however, may give us thought, not that all of these items in themselves represent a consequential loss exposure but rather that they point toward changing conditions that appear to be a part of our life. In the late 1930s, there were ten-thousand television receivers in use. Five- to six-million sets are now being sold each year. Nylon began to replace silk in 1939. Today we have a host of synthetics, and the wash-and-wear principle is now being used in the manufacture of cotton shirts. Synthetic rubbers since World War II has doubled its lead over natural rubber. The entire Petro-chemical industry is virtually new. Frozen food is a relatively new and growing business. Jet aircraft, nuclear-powered ships, space missiles, experimental work using germs to revive spent liquid used in the recovery of metal from low-grade ores. Using a census of microbes when prospecting for oil and gas, the new five-pound atomic generator recently perfected, the increase in door-to-door selling, and many other changes tell us that we cannot rest with the insurance program we depended upon a little while ago to protect us from all consequential loss. We must explore our own company. We should attend meetings such as this and freely exchange our thoughts on the subject of consequential loss exposure.

The responsibility of the insurance buyer is indeed a formidable one. In addition to these consequen-

tial loss exposures that must be considered, he is constantly faced with the primary obligation of seeing to it that direct coverage is well-arranged as to amount, broadness of cover, strength of underwriters, and reasonableness of premium. Enough cannot be said of the skills you gentlemen show in tak-

ing care of these complex problems, nor can enough be said in praise of your association and the work done through meetings such as this.

(Address before Insurance Conference, sponsored by Cincinnati Area Insurance Managers, ASIM, January 28, 1959 — Cincinnati, Ohio)



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The National Insurance Buyer — March 1959

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Tacoma, Washington

# CHAPTER DIRECTORY

## AMERICAN SOCIETY OF INSURANCE MANAGEMENT, INC

### ATLANTA CHAPTER

*Meetings*—Fourth Wednesday of each month  
*President*—William H. Quay, Jr., The Coca-Cola Company, Atlanta  
*Vice-Pres.*—Kenneth Black, Jr., Georgia State College of Business Administration, Division of Insurance, Atlanta  
*Secy.-Treas.*—W. Ray Walker  
 Citizens & Southern National Bank  
 P. O. Box 4899  
 Atlanta 2, Georgia

### CENTRAL ILLINOIS CHAPTER

*Meetings*—2nd Thursday each month. Bloomington, Illinois. Dinner 6:30 P.M.  
*President*—A. A. Baker, Funk Brothers Seed Company, Bloomington  
*Vice-Pres.*—Carl J. Hutchins, Caterpillar Tractor Company, Peoria  
*Secy.-Treas.*—John W. Needham  
 Caterpillar Tractor Company  
 Peoria 8, Illinois

### CENTRAL MASSACHUSETTS CHAPTER

*Meetings*—Check with Secretary  
*President*—George M. Betterley, Betterley Associates, Worcester, Mass.  
*Vice Pres.*—Henry C. Merriam, The Vellumoid Company, Worcester, Mass.  
*Treasurer*—Laurence T. Kane, Riley Stoker Corp., Worcester, Mass.  
*Secretary*—Harold F. Keyes  
 Brown & Sharpe Mfg. Co.  
 235 Promenade Street  
 Providence, Rhode Island

### CENTRAL OHIO CHAPTER

*Meetings*—(To be announced)  
*President*—E. W. Alstaetter, North American Aviation, Inc., Columbus  
*Vice-Pres.*—Sam Garwood, The Columbus & Southern Ohio Electric Co., Columbus  
*Treasurer*—E. I. Evans, E. I. Evans & Company, Columbus  
*Secretary*—C. B. Rogers  
 The Peoples Broadcasting Corporation  
 246 North High Street  
 Columbus 15, Ohio

### CHICAGO CHAPTER

*Meetings*—3rd Thursday of each month, September through May. Dinner 6:00 P.M.  
*President*—E. R. Zimmerman, American Bakeries Company, Chicago  
*Vice-Pres.*—Frank A. O'Shaughnessy, Container Corporation of America, Chicago  
*Treasurer*—Geoffrey J. Burns, Continental Illinois National Bank and Trust Company, Chicago  
*Secretary*—Miss Ann Auerbach  
 Goldblatt Brothers, Inc.  
 333 South State Street  
 Chicago, Illinois

### CINCINNATI AREA INSURANCE MANAGERS

*Meetings*—1st Wednesday each month except July and August. Luncheon 12 Noon  
*President*—A. J. Haberer, The Procter & Gamble Company, Cincinnati  
*Vice-Pres.*—H. J. Fjord, The Western & Southern Life Insurance Co., Cincinnati  
*Treasurer*—R. F. Hoeweler, Acme-Newport Steel Co., Newport, Ky.  
*Asst. Treas.*—W. J. Hancock, Armco Steel Corp., Middletown, Ohio  
*Secretary*—P. K. Dykes  
 The Ohio River Company  
 P.O. Box 1460  
 Cincinnati 1, Ohio

### DALLAS-FORT WORTH AREA CHAPTER

*Meetings*—3rd Thursday, each month. Luncheon 12:00 Noon  
*President*—D. H. Mackaman, Campbell, Taggart Associated Bakeries, Inc., Dallas  
*Vice-Pres.*—Raymond C. Harrison, American Petrofina, Inc., Dallas  
*Treasurer*—Murray Saunders, Gifford-Hill & Company, Dallas  
*Secretary*—Miss Annetta M. Johnson  
 The Murray Company of Texas, Inc.  
 330 Canton Street  
 Dallas, Texas

### DELAWARE VALLEY CHAPTER

*Meetings*—3rd Monday each month. Dinner 6:30 P.M.  
*President*—Charles R. Garton, Atlantic City Electric Company, Atlantic City, N. J.  
*Vice-Pres.*—David D. Day, American Viscose Corporation, Philadelphia, Pa.  
*Treasurer*—Chester H. Drummond, Campbell Soup Company, Camden, N. J.  
*Asst. Treas.*—J. Joseph Bonanomi, The Budd Company, Philadelphia  
*Asst. Secy.*—John Carr, Penn Fruit Company, Philadelphia, Pa.  
*Secretary*—Milton H. Shaw  
 Kaiser Metal Products, Inc.  
 Bristol, Pa.

### INSURANCE BUYERS ASSOCIATION OF DETROIT

*Meetings*—3rd Wednesday each month. Dinner 6:00 P. M.  
*President*—F. L. Kiernan, Michigan Consolidated Gas Company, Detroit  
*Vice-Pres.*—E. D. Damon, Parke Davis & Company, Detroit  
*Treasurer*—C. J. McAdams, Bulldog Electric Products Company, Detroit  
*Secretary*—W. H. Siegel  
 Detroit Steel Corporation  
 P.O. Box 4308 Porter Station  
 Detroit 9, Michigan

### HOUSTON AREA INSURANCE BUYERS ASSOCIATION

*Meetings*—2nd Wednesday each month. Luncheon, 11:30 A.M.  
*President*—G. L. Foley, Humble Oil Refining Company, Houston  
*Vice-Pres.*—Wm. A. Holcomb, Jr., Transcontinental Gas Pipeline Corp., Houston  
*Treasurer*—Raymond O. Horn, Quintana Petroleum Corporation, Houston  
*Secretary*—George O. Spencer  
 Trunkline Gas Company  
 P. O. Box 1642  
 Houston 1, Texas



# CHAPTER DIRECTORY

## AMERICAN SOCIETY OF INSURANCE MANAGEMENT, INC

### MARYLAND CHAPTER

*Meetings*—3rd Thursday each month. Dinner 6:30 P.M.; Sept.-June  
*President*—Jesse F. Little, Mercantile-Safe Deposit & Trust Company, Baltimore  
*Vice-Pres.*—B. L. Beninghove, Maryland Shipbuilding & Drydock Company, Baltimore  
*Secy.-Treas.*—Miss Dorothy L. Graf  
 L. Greif & Bros., Inc.  
 401 Homeland Avenue  
 Baltimore 12, Maryland

### MINNESOTA CHAPTER

*Meetings*—4th Tuesday of each month. Dinner 6:30 P.M.  
*President*—Robert S. Johnsen, St. Paul Terminal Warehouse Company, St. Paul, Minn.  
*Vice-Pres.*—Clyde Thompson, International Milling Company, Minneapolis, Minn.  
*Secy.-Treas.*—M. Scott Rhodes,  
 Owatonna Canning Company  
 P. O. Box 88  
 Owatonna, Minn.

### MONTREAL INSURANCE BUYERS ASSOCIATION

*Meetings*—3rd Thursday October through May. Luncheon, 12 Noon.  
*President*—J. G. Harper, Northern Electric Company, Limited, Montreal.  
*Vice-Pres.*—H. H. Cowan, Steinberg's Limited, Montreal.  
*Secy.-Treas.*—Glen Buchanan  
 The Shawinigan Water & Power Company  
 600 Dorchester St. West  
 Montreal, Canada

### NEW YORK CHAPTER

*Meetings*—4th Thursday each month, except July and August. Luncheon 12:30 P.M.  
*President*—Frank Hornby, Jr., U. S. Industries, Inc., New York  
*1st Vice-Pres.*—Wm. S. Burkett, American Machine & Foundry Company, Brooklyn, N. Y.  
*2nd Vice-Pres.*—Robert B. Schellerup, Union Bab-Camp Paper Company, New York  
*Treasurer*—James S. Southwick, Ethyl Corporation, New York  
*Secretary*—Don W. Berry  
 The Borden Company  
 350 Madison Avenue  
 New York 17, N. Y.

### NORTHERN CALIFORNIA CHAPTER

*Meetings*—3rd Thursday of each month. Dinner 6:00 P.M.  
*President*—R. A. Westran, Kaiser Aluminum & Chemical Corporation, Oakland  
*Vice-Pres.*—H. L. Hilleary, Standard Oil Company of California, San Francisco  
*Treasurer*—E. A. Smith, Lando Products, Inc., Sausalito, California  
*Secretary*—D. F. Hodges  
 Crocker-Anglo National Bank  
 1 Sansome Street  
 San Francisco, Calif.

### OREGON CHAPTER

*Meetings*—1st Wednesday of each month. Dinner, 6:00 P.M.  
*President*—L. H. Forsythe, U. S. National Bank, Portland  
*Vice-Pres.*—R. H. Horning, Mail-Well Envelope Company, Portland  
*Secy.-Treas.*—R. E. Marcy  
 First National Bank of Portland  
 S. W. Fifth and Stark Streets  
 Portland, Oregon

### INSURANCE BUYERS ASSOCIATION OF PITTSBURGH

*Meetings*—Alternate Tuesdays: September through May  
*President*—Ralph W. Low, Westinghouse Electric Corporation, Pittsburgh  
*Vice-Pres.*—John R. Kountz, The Rust Engineering Company, Pittsburgh  
*Vice-Pres.*—Gerald O. Griffin, Dravo Corporation, Pittsburgh  
*Treasurer*—Leo F. Kane, The Equitable Gas Company, Pittsburgh  
*Asst. Secy.*—Robert J. Morton, Blaw-Knox Company, Pittsburgh  
*Secretary*—Thomas G. Noel,  
 The Rust Engineering Company  
 930 Fort Duquesne Boulevard  
 Pittsburgh 22, Pa.

### SOUTHERN CALIFORNIA CHAPTER

*Meetings*—3rd Wednesday of each month. Dinner 6:30 P.M.  
*President*—Waldo W. Powers, Signal Oil and Gas Company, Los Angeles  
*Vice-Pres.*—M. J. Bowman, American Potash & Chemical Corp., Los Angeles  
*Treasurer*—Norman Horney, Consolidated Rock Products Co., Vernon  
*Secretary*—Steve Culibrk  
 Citizens National Bank  
 457 South Spring Street  
 Los Angeles, Calif.

### VIRGINIA-CAROLINA CHAPTER

*Meetings*—Please check with Secretary for place and date.  
*President*—Stewart B. Foulke, Jr., Virginia Electric & Power Company, Richmond, Va.  
*Vice-Pres.*—B. H. McGhee, Noland Company, Inc., Newport News, Va.  
*Treasurer*—G. T. Newman, Smith-Douglass Co., Inc., Norfolk, Va.  
*Secretary*—T. A. Newby  
 Commonwealth of Virginia  
 Department of Highways  
 Richmond, Virginia

### WASHINGTON CHAPTER

*Meetings*—Second Tuesday each month. Dinner 6:30 P.M.  
*President*—Harold Roslund, New England Fish Company, Inc., Seattle  
*Vice-Pres.*—Don Rader, Pacific American Fisheries, Inc., Bellingham  
*Treasurer*—Robert N. Knight, Seattle-First National Bank, Seattle  
*Secretary*—E. B. Paris  
 Boeing Airplane Company  
 P.O. Box 3707  
 Seattle 24, Washington

# Roster Of Member Companies

## AMERICAN SOCIETY OF INSURANCE MANAGEMENT, INC.

### ATLANTA

American Art Metals Company  
Atlanta Newspapers, Inc.  
Atlanta Transit System, Inc.  
Citizens & Southern National Bank  
The Coca-Cola Company  
Delta Air Lines, Inc.  
Georgia Highway Express, Inc.  
Georgia Power Company  
H. W. Lay Company, Inc.  
Lockheed Aircraft Corporation  
(Georgia Division)  
Mead-Atlanta Paper Company  
National Manufacture & Stores Corporation  
Rich's Incorporated  
Southern Airways, Inc.  
Curtiss 1000, Inc.  
Southern Nitrogen Company, Inc.

### CENTRAL ILLINOIS

Caterpillar Tractor Company  
Central Illinois Light Company  
Commercial National Bank of Peoria  
Funk Brothers Seed Company  
Honeggers' & Company, Inc.  
Illinois Power Company  
S. D. Jarvis Company  
Keystone Steel & Wire Company  
Laesch Dairy Company  
LeTourneau-Westinghouse Company  
Mississippi Valley Structural Steel Co.  
Mueller Company  
Princess Peggy, Inc.  
J. L. Simmons Company, Inc.  
A. E. Staley Manufacturing Co.  
Steak & Shake

### CENTRAL MASSACHUSETTS

Bay State Abrasive Products Co.  
Betterley Associates  
Brown & Sharpe Manufacturing Co.  
Draper Corporation  
Fitchburg Paper Company  
Grinnell Corporation  
Massachusetts Mutual Life Insurance Company (*Secretary's Office-Risk Management*)  
Morgan Construction Co.  
Norton Company  
Riley Stoker Corp.  
Simonds Saw & Steel Co.  
State Mutual Life Assurance Company of America (*Property and Liability Insurance Branch*)  
The Vellumoid Company  
Worcester Telegram Publishing Co.  
Wyman-Gordon Company

### CENTRAL OHIO

Anchor Hocking Glass Corporation  
Clark Industries  
Columbus & Southern Ohio Electric Co.  
E. I. Evans & Company  
The Jaeger Machine Company  
The Jeffrey Manufacturing Company  
The Mead Corporation  
North American Aviation, Inc. (Columbus Division)  
The Peoples Broadcasting Corporation  
The Weston Paper & Manufacturing Co.

### CHICAGO

Aldens Inc.  
American Bakeries Company  
American Marietta Company  
Automatic Electric Company  
Baxter Laboratories, Inc.  
Bell and Howell Company  
Bowman Dairy Company  
Brunswick-Balke-Collender Co.  
Bureau of Safety  
Butler Brothers  
A. M. Castle & Company  
Calumet & Hecla, Inc.  
The Celotex Corporation  
Central Fibre Products Company  
Chemetron Corporation  
City Products Corporation  
Collins Radio Company  
Continental Ill. Nat'l Bank & Trust Co. of Chicago  
Container Corporation of America  
Consolidated Foods Corporation  
Crane Company  
Cuneo Press, Inc.  
Curtiss Candy Co.  
Helene Curtis Industries, Inc.  
Encyclopedia Britannica, Inc.  
R. R. Donnelley & Sons Co.  
The Reuben H. Donnelley Corp.  
Fairbanks, Morse & Company  
Fansteel Metallurgical Corporation  
Lloyd A. Fry Roofing Company  
General American Transportation Company  
General Finance Corporation  
Goldblatt Bros., Inc.  
Graver Tank & Manufacturing Co., Inc.  
Edward Hines Lumber Company  
Inland Steel Company  
International Minerals & Chemical Corp.  
Jewel Tea Co., Inc.  
Joslyn Manufacturing & Supply Corporation  
Kawneer Company  
Link-Belt Company  
Liquid Carbonic Corp.  
Magnaflux Corporation  
Marshall Field & Company  
Material Service Corporation  
The Meyerco Co.  
Montgomery Ward & Company  
Moorman Manufacturing Co.  
Motorola, Inc.  
National Standard Company  
National Tea Company  
Natural Gas Pipeline of America  
Northern Trust Company  
Northwestern University  
Pabst Brewing Company  
Passavant Hospital  
The Peoples Gas Light & Coke Co.  
Pullman Standard Car Manufacturing Co.  
Pure Oil Company  
Quaker Oats Company  
John Sexton & Company  
Simoniz Company  
A. O. Smith Corporation  
S. C. Johnson & Son, Inc.  
Spiegel, Inc.  
Standard Oil Co. (Indiana)  
Charles A. Stevens & Company  
Stewart-Warner Corporation  
The Tribune Company  
United Air Lines, Inc.

United States Cold Storage Corporation  
United States Gypsum Company  
Victor Chemical Works  
Walgreen Drug Stores  
The Willett Company  
Wisconsin Public Service Corporation

### CINCINNATI

Acme-Newport Steel Company  
American Laundry Machinery Co.  
Armco Steel Corporation  
G. A. Avril Company  
The Baldwin Piano Company  
Bardes Corporation  
Bavarian Brewing Co., Inc.  
Burger Brewing Company  
Burkhardt's  
R. K. LeBlond Machine Tool Company  
The Chatfield Paper Corporation  
The Cincinnati Enquirer  
Cincinnati Gas & Electric Co.  
Cincinnati & Suburban Bell Telephone Co.  
The Dawson-Evans Construction Co.  
The Drackett Company  
The Duriron Company, Inc.  
The Eagle-Picher Company  
Emery Industries, Inc.  
Federated Department Stores, Inc.  
The Fifth Third Union Trust Company  
The Foy Paint Company  
The Globe Wernicke Company  
Robert Gould Company  
The Hamilton Foundry & Machine Co.  
The Andrew Jergens Company  
The E. Kahn's Sons Company  
The Kroger Company  
The Lunkenheimer Company  
The H. H. Meyer Packing Company  
The Mosler Safe Company  
The Nivison Weiskopf Company  
E. J. Nolan Corporation  
The Ohio River Company  
The Procter & Gamble Company  
The Provident Savings Bank & Trust Co.  
Queen City Chevrolet Company  
Shepard Warner Elevator Company  
The Sorg Paper Co.  
Toms River-Cincinnati Chemical Corp.  
Trailmobile Inc.  
United States Shoe Corporation  
The U. S. Printing & Lithograph Co.  
The Western & Southern Life Insurance Co. (*Tax, Real Estate-General Insurance Counsel*)  
The George Wiedemann Brewing Co.

### DALLAS-FT. WORTH

American Petrofina, Inc.  
Austin Bridge Company  
Bell Helicopter Corporation  
The British-American Oil Producing Company  
Campbell Taggart Associated Bakeries, Inc.  
Carrier-Bock Company  
Chance Vought Aircraft, Inc.  
Champlin Oil & Refining Co.  
Coca-Cola Bottling Company  
Comet Rice Mills  
Community Public Service Co.  
Dallas Power & Light Co.  
Dearborn Stove Company  
Dresser Industries, Inc.

The Frito Company  
 General American Oil Co. of Texas  
 Gifford-Hill & Co., Inc.  
 Intercontinental Mfg. Company, Inc.  
 Lone Star Gas Company  
 Lone Star Steel Company  
 Magnolia Petroleum Company  
 Morton Foods, Inc.  
 The Murray Company of Texas, Inc.  
 The Schoellkopf Company  
 Olmsted-Kirk Company  
 Otis Engineering Corp.  
 Dr. Pepper Company  
 Republic National Bank of Dallas  
 Southern Union Gas Company  
 Sun Oil Company  
 Temco Aircraft Corporation  
 Texas Instruments, Inc.  
 The Times Herald Printing Company  
 The T X L Oil Corporation

#### DELAWARE VALLEY

American Viscose Corp.  
 Atlantic City Electric Company  
 Atlas Powder Company  
 The Atlantic Refining Company  
 Bestwall Gypsum Company  
 The Budd Company  
 Best Markets, Inc.  
 Campbell Soup Company  
 Catalytic Construction Company  
 Certain-teed Products Corporation  
 Delaware Power & Light Company  
 E. I. duPont de Nemours & Co., Inc.  
 The Electric Storage Battery Company  
 Fidelity Mutual Life Insurance Co.  
 Fidelity-Philadelphia Trust Company  
 Food Fair Stores, Inc.  
 General Coal Company  
 General Public Warehouse Company, Inc.  
 I-T-E Circuit Breaker Company  
 Keasbey & Mattison Company  
 Kaiser Metal Products, Inc.  
 Lavino Shipping Company  
 Levitt & Sons  
 Martin Century Farms, Inc.  
 Mutual Rendering Company, Inc.  
 Penn Fruit Company  
 Penn Mutual Life Insurance Co.  
 Philadelphia Electric Company  
 The Philadelphia Saving Fund Society  
 Publicker Industries  
 Radio Corporation of America  
 S.K.F. Industries, Inc.  
 Smith, Kline & French Laboratories  
 South Chester Tube Company  
 Sun Clothes, Inc.  
 United Engineers & Constructors, Inc.  
 The United Gas Improvement Company

#### DETROIT

Allen Industries, Inc.  
 American Blower Corporation  
 American Motors Corporation  
 Bull Dog Electric Products Company  
 Burroughs Corporation  
 Chrysler Corporation  
 Darin & Armstrong, Inc.

Davidson Brothers  
 Detroit Gasket & Manufacturing Company  
 Detroit Harvester Company  
 The Detroit Edison Company  
 Detroit Steel Corporation  
 Ex-Cell-O Corporation  
 Fenestra, Inc.  
 Ford Motor Company  
 Freuhauf Trailer Company  
 Gar Wood Industries, Inc.  
 General Motors Corporation  
 Goddard & Goddard Company  
 The J. L. Hudson Company  
 Hygrade Food Products Corporation  
 The Jam Handy Organization, Inc.  
 Kelsey-Hayes Wheel Company  
 King-Seeley Corporation  
 S. S. Kresge Company  
 Lyon Incorporated  
 McCord Corporation  
 McLouth Steel Corporation  
 Michigan Bell Telephone Co.  
 Michigan Consolidated Gas Company  
 Michigan Wisconsin Pipe Line Co.  
 Micromatic Hone Corporation  
 The Murray Corporation of America  
 National Bank of Detroit  
 Parke Davis & Company  
 Pfeiffer Brewing Company  
 R. L. Polk & Company  
 Square D Company  
 The Udylyte Corporation  
 The Upjohn Company  
 The Valeron Corporation  
 Verners Ginger Ale, Inc.  
 Woodall Industries, Inc.  
 Wyandotte Chemicals Corporation

#### HOUSTON

Ada Oil Company  
 American Warehouses, Inc.  
 Anderson Clayton & Company  
 Bank of the Southwest  
 Brown and Root, Inc.  
 Cameron Iron Works, Inc.  
 Converted Rice, Inc.  
 The Dow Chemical Co.  
 Eastern States Petroleum Co. Inc.  
 Fish Services Corporation  
 Halliburton Oil Well Cementing Co.  
 Homco  
 Humble Oil & Refining Company  
 Jefferson Lake Sulphur Company  
 Johnson Testers  
 Perforating Guns Atlas Corp.  
 Petro-Tex Chemical Corporation  
 Quintana Petroleum Corporation  
 J. Ray McDermott & Company  
 National Lead Company, Baroid Division  
 River Brand Rice Mills, Inc.  
 River Oaks Corporation  
 Schlumberger Well Surveying Corp.  
 Sheffield Steel Division of Armco Steel Corporation  
 A. O. Smith Corporation of Texas  
 Tennessee Gas Transmission Co.  
 Texas Manufacturing Association  
 Transcontinental Gas Pipe Line Corp.

Trunkline Gas Company  
 Tuboscope Company  
 Union Carbide Chemical Company  
 J. Weingarten, Inc.  
 Win Hawkins Drilling Company

#### MARYLAND

Army & Air Force Exchange Service  
 The Arundel Corporation  
 Baltimore Contractors, Inc.  
 Cafritz Construction Co.  
 Catalyst Research Corporation  
 City Baking Company  
 W. T. Cowan, Inc.  
 Crown Central Petroleum Corp.  
 The Davison Chemical Corporation  
 Ellicott Machinery Corporation  
 L. Greif & Brother, Inc.  
 Gunther Brewing Co., Inc.  
 The Hecht Company  
 Hutzler Brothers Co.  
 Insurance Buyers' Council  
 Harry T. Campbell Sons Corp.  
 Maryland Shipbuilding & Drydock Co.  
 McCormick & Co., Inc.  
 Mercantile Safe Deposit & Trust Co.  
 Merchants Terminal Corp.  
 The National Brewing Co.  
 Office of Naval Material  
 Department of the Navy  
 Schmidt Baking Co., Inc.

#### MINNESOTA

Andersen Corporation  
 Cargill, Incorporated  
 College of St. Thomas  
 Coca-Cola Bottling Co. of Minnesota  
 The Creamette Co.  
 Curtis 1000, Inc.  
 Coast to Coast Stores—  
 Central Organization, Inc.  
 The Economics Laboratories, Inc.  
 Flour City Brush Company  
 Federal Cartridge Corporation  
 First National Bank of Minneapolis  
 Fitger Brewing Company  
 Fullerton Lumber Company  
 Gamble-Skogmo, Inc.  
 M. A. Gedney Company  
 General Mills, Inc.  
 Green Giant Company  
 Theo. Hamm Brewing Company  
 Geo. A. Hormel & Co.  
 Hubbard Milling Company  
 Industrial Aggregate Co.  
 International Milling Company  
 Josten Manufacturing Company  
 Landers-Norblom-Christenson Co.  
 Maple Island, Inc.  
 Mayo Clinic  
 Maney Bros. Mill & Elevator Co.  
 Minneapolis Brewing Company  
 Minneapolis-Honeywell Regulator Co.  
 Minneapolis Star & Tribune Company  
 Minnesota Mining & Manufacturing Co.  
 Minnesota & Ontario Paper Co.  
 Munsingwear, Inc.  
 Nash-Finch Company  
 The B. F. Nelson Mfg. Co.

Northern Ordnance Inc.  
 Northrup-King & Company  
 Northwest Airlines, Inc.  
 W. S. Nott Company  
 Owatonna Canning Company  
 Owatonna Tool Co.  
 M. F. Patterson Dental Supply Co. of  
 Minnesota  
 F. H. Peavey & Company  
 The Pillsbury Company  
 Red Owl Stores, Inc.  
 Rochester Dairy Cooperative  
 St. Paul Terminal Warehouse Co.  
 J. L. Shiely Company  
 Super Valu Stores, Inc.  
 Toro Manufacturing Company  
 Waldorf Paper Products Company  
 Western Oil and Fuel Company  
 Wood Conversion Company

#### MONTREAL

Aluminum Company of Canada, Ltd.  
 Associated Textiles of Canada Limited  
 Atlas Asbestos Company Limited  
 Belding Corticelli Limited  
 The Bell Telephone Co. of Canada  
 The Bristol Aeroplane Co. of Canada  
 (1956) Limited  
 Canada Cement Company Limited  
 Canadair Limited  
 Canadian Celanese Ltd.  
 Canadian Industries Limited  
 Canadian International Paper Company  
 Canadian Marconi Company  
 Canadian Pratt & Whitney Aircraft  
 Company, Ltd.  
 Canadian Salt Co., Ltd.  
 Consolidated Paper Corporation Limited  
 Distillers Corporation—  
 Seagrams Limited  
 Dominion Bridge Company Limited  
 Dominion Engineering Works Limited  
 Dominion Glass Company Limited  
 Dominion Textile Company Limited  
 Du Pont Co. of Canada (1956) Ltd.  
 The Foundation Co. of Canada Limited  
 Henry Birks & Sons Ltd.  
 Howard Smith Paper Mills Limited  
 Imperial Tobacco Co. of Canada Limited  
 Northern Electric Company, Limited  
 Molsons Brewery Limited  
 Price Brothers & Company, Ltd.  
 Rolls-Royce of Canada, Limited  
 Shawinigan Chemicals Limited  
 The Shawinigan Water and Power  
 Company  
 Standard Chemical Limited  
 Steinberg's Limited  
 Thor Mills Limited

#### NEW YORK

ACF Industries, Inc.  
 Alexander's Department Stores, Inc.  
 Allied Stores Corporation  
 Amerace Corporation  
 American Airlines  
 American Broadcasting-Paramount  
 Theatres, Inc.  
 American Bank Note Co.  
 American Can Company  
 American Chicle Company  
 American Cyanamid Company  
 American District Telegraph Co., Inc.  
 American Home Products Corp.  
 American Machine & Foundry Co.  
 American Management Association  
 American Metal Climax, Inc.  
 American News Co., Inc.  
 The American Oil Company  
 Anaconda Company  
 Anaconda Wire & Cable Company  
 Arabian American Oil Company  
 Associated Dry Goods Corp.  
 Avco Manufacturing Corporation  
 Avon Products, Inc.  
 The Babcock & Wilcox Company  
 Belk Stores, Inc.  
 Bell Telephone Laboratories  
 Berkshire-Hathaway, Inc.  
 Best Foods Division of Corn Products  
 Company  
 Bigelow-Sanford Carpet Co., Inc.  
 Blades & Macaulay  
 Sidney Blumenthal & Co., Inc.  
 The Borden Company  
 Bristol Myers Company  
 Burlington Industries, Inc.  
 The California Oil Company  
 Canada Dry Corporation  
 John J. Casale, Inc.  
 Celanese Corporation of America  
 The Chase Manhattan Bank  
 The Chemstrand Corporation  
 Chesapeake Industries, Inc.  
 Cities Service Petroleum, Inc.  
 City Stores Mercantile Company, Inc.  
 Chilean Nitrate Sales Corporation  
 Clairol Incorporated  
 Coats & Clark's Sales Corporation  
 The Coca-Cola Export Corporation  
 Colgate-Palmolive Company  
 Columbian Carbon Company  
 Combustion Engineering, Inc.  
 Commercial Solvents Corporation  
 Commonwealth Services, Inc.  
 Congoleum-Nairn, Inc.  
 Consolidated Cigar Corp.  
 Continental Can Company, Inc.  
 Continental Grain Company  
 Corporate Advisors, Inc.  
 Curtiss-Wright Corporation  
 Daystrom, Inc.  
 Diesel Vessel Operators, Inc.  
 Doubleday & Company, Inc.  
 Dugan Brothers, Inc.  
 Dow, Jones & Co., Inc.  
 Ebasco Services Incorporated  
 Esso Research and Engineering Company  
 Thomas A. Edison, Inc.  
 El Paso Natural Gas Company  
 Electrolux Corporation  
 Esso Standard Oil Company  
 Ethyl Corporation  
 Federal Paper Board Co., Inc.  
 The First National City Bank of  
 New York  
 The Firth Carpet Company  
 The Flintkote Company, Inc.  
 The F. & M. Schaefer Brewing Company  
 Foster-Wheeler Corp  
 Robert Gair Co., Inc.—Division  
 of Continental Can Company, Inc.

Geigy Chemical Corporation  
 General Aniline & Film Corporation  
 General Baking Company  
 General Dynamics Corporation  
 General Electric Company  
 General Foods Corp.  
 Gibbs & Hill, Inc.  
 W. R. Grace & Company  
 Great Lakes Carbon Corporation  
 Guaranty Trust Company  
 S. Gumpert Co., Inc.  
 M. & M.'s Candies, A Division of  
 Food Manufacturers, Inc.  
 Hess, Inc.  
 Hewitt-Robins, Inc.  
 Hudson Pulp & Paper Corp.  
 Imperial Color Chemical & Paper Corp.  
 International Business Machines Corp.  
 Interchemical Corp.  
 Johns-Manville Corp.  
 Johnson & Johnson  
 A. & M. Karagheusian, Inc.  
 Kennecott Copper Corporation  
 Keuffel & Esser Company  
 Knickerbocker Construction Co.  
 Lerner Stores Corp.  
 Lever Brothers Co.  
 Liggett & Myers Tobacco Co.  
 Lily-Tulip Cup Corp.  
 Luckenbach Steamship Company, Inc.  
 Thomas J. Lipton, Inc.  
 R. H. Macy & Co., Inc.  
 McKesson & Robbins, Incorporated  
 Manufacturers Trust Co.  
 Merritt-Chapman & Scott Corp.  
 Metal & Thermit Corp.  
 Philip Morris Incorporated  
 Muzak Corporation  
 National Biscuit Company  
 National Distillers and Chemical Corp.  
 National Starch Products, Inc.  
 The Nestle Company  
 J. J. Newberry Company  
 New York Herald-Tribune  
 Olin Mathieson Chemical Corporation  
 Otis Elevator Company  
 Pan American World Airways, Inc.  
 Pan American International Oil Co.  
 Panaminas Incorporated  
 S. B. Penick & Co.  
 Chas. Pfizer & Co., Inc.  
 Pitney-Bowes, Inc.  
 The Port of New York Authority  
 Refined Syrups & Sugars, Inc.  
 Reliance Manufacturing Company  
 Republic Aviation Corporation  
 Rheem Manufacturing Company  
 Seagram-Distillers Corp.  
 Shein's Express  
 The Sperry & Hutchinson Company  
 Sperry Rand Corporation  
 Sperry Gyroscope Co.  
 Standard Oil Company (New Jersey)  
 J. P. Stevens & Co., Inc.  
 Sun Chemical Corporation  
 Sunshine Biscuits, Inc.  
 Sylvania Electric Products, Inc.  
 Union Bag-Camp Paper Corporation



Union Carbide Corporation  
 United Aircraft Corp.  
 United Hospital Fund of New York  
 United Merchants & Manufacturers, Inc.  
 U. S. Industries, Inc.  
 United Parcel General Service Company  
 United States Plywood Corporation  
 United Whelan Corporation  
 Universal Pictures Co., Inc.  
 Vick Chemical Company  
 West Chemical Products, Inc.  
 Western Electric Company  
 Westrex Corporation  
 West Virginia Pulp & Paper Company  
 Witco Chemical Company  
 Worthington Corporation  
 Yale Transport Corporation  
 Ziff-Davis Publishing Company

#### **NORTHERN CALIFORNIA**

American Trust Company  
 Guy F. Atkinson Company  
 Bank of America NT & SA  
 Bank of California, N.A.  
 Bechtel Corporation  
 California & Hawaiian Sugar Refining Corp. Ltd.  
 California Packing Corporation  
 California State Chamber of Commerce  
 California State Dental Association  
 Coast Service Company  
 Consolidated Freightways, Inc.  
 The Crocker-Anglo National Bank  
 Crown Zellerbach Corp.  
 Cutter Laboratories  
 Department of Finance — State of California  
 The Robert Dollar Company  
 East Bay Municipal Utility District  
 The Emporium Capwell Company  
 Fibreboard Products, Inc.  
 The First Western Bank & Trust Company  
 Foremost Dairies, Inc.  
 Honolulu Oil Corporation  
 Kaiser Companies  
 Kaiser Engineers  
 Kern County Land Co.  
 Lando Products, Inc.  
 Lenkurt Electric Company, Inc.  
 Leslie Salt Company  
 Long Stores  
 Matson Navigation Company  
 Mund, McLaurin & Company  
 Pacific Gas & Electric Company  
 Pacific Guano Co.  
 The Pacific Telephone & Telegraph Company  
 Pacific Intermountain Express Company  
 Permanente Cement Company  
 Port of Oakland  
 Roos Bros., Inc.  
 Rudiger-Lang Company  
 Safeway Stores, Inc.  
 Southern Pacific Company  
 Spreckels Sugar Company  
 Standard Oil Company of California  
 Swinerton & Walberg Company  
 Tidewater Associated Oil Company  
 Transocean Air Lines

The Union Ice Company  
 Union Lumber Company  
 United Air Lines, Inc.  
 University of California  
 Utah Construction Company  
 Wells Fargo Bank  
 The Western Pacific Railroad Company  
 Wilbur-Ellis Company

#### **OREGON**

The Bank of California, N.A.  
 Blitz Weinhard Company  
 Columbia River Packers Association, Inc.  
 The First National Bank of Portland  
 Georgia-Pacific Corporation  
 HYster Company  
 Industrial Air Products Co.  
 Jantzen, Inc.  
 Mail-Well Envelope Co.  
 Fred Meyer, Inc.  
 Oregon Pulp & Paper Company  
 Portland Gas & Coke Company  
 Robert Brothers  
 Terminal Ice & Cold Storage Company  
 The United States National Bank  
 West Coast Lumbermen's Association  
 White Stag Manufacturing Co.  
 Willamette Iron & Steel Company  
 Zidell Machinery & Supply Co.

#### **PITTSBURGH**

Allegheny Ludlum Steel Corporation  
 Aluminum Company of America  
 Blaw-Knox Company  
 John F. Casey Company  
 Consolidation Coal Company, Inc.  
 Crucible Steel Company of America  
 Dravo Corporation  
 Duquesne Light Company  
 Eastern Gas & Fuel Associates  
 Edgewater Steel Company  
 Eichleay Corporation  
 Elliott Company  
 Equipment and Supplies, Inc.  
 Equitable Gas Company  
 Fidelity Trust Company  
 Fort Pitt Bridge Works  
 Frick & Lindsay Company  
 Gulf Oil Corporation  
 Harbison-Walker Refractories Company  
 E. J. Heinz Company  
 Koppers Company, Inc.  
 Mellon National Bank & Trust Company  
 Mine Safety Appliances Company  
 G. C. Murphy Company  
 Natco Corporation  
 The National Steel Corporation  
 The National Supply Company  
 The National-U.S. Radiator Corporation  
 Neville Chemical Company  
 Pennsylvania-Transformer Division of McGraw-Edison Company  
 Pittsburgh Coke & Chemical Company  
 Pittsburgh Forgings Company  
 Pittsburgh Plate Glass Company  
 Pittsburgh Screw & Bolt Corporation  
 Pittsburgh Steel Company  
 Pittsburgh & West Virginia Railway Company

H. H. Robertson Company  
 Rockwell Manufacturing Company  
 Rockwell-Standard Corporation  
 The Rust Engineering Company  
 Schaefer Equipment Company  
 Shenango Furnace Company  
 United Engineering & Foundry Company  
 Watson-Standard Company  
 Weirton Steel Company  
 West Penn Power Company  
 Westinghouse Air Brake Company  
 Westinghouse Electric Corporation  
 Youngstown Sheet and Tube Company

#### **SOUTHERN CALIFORNIA**

American Potash & Chemical Corp.  
 Aerojet General Corporation  
 Arrowhead and Puritas Water Inc.  
 Baker Oil Tools, Inc.  
 Bekins Van & Storage Company  
 Belridge Oil Company  
 Blue Diamond Corporation  
 C. F. Braun & Co.  
 California Bank  
 Carnation Company  
 Citizens National Bank  
 Consolidated Rock Products Co.  
 Consolidated Western Steel Division of U. S. Steel Corporation  
 The Copley Press, Inc.  
 Cyprus Mines Corporation  
 Douglas Aircraft Company, Inc.  
 Ehrhart & Associates, Inc.  
 The Flintkote Company (Pioneer Division)  
 The Fluor Corporation, Ltd.  
 Forest Lawn Company  
 The Garrett Corporation  
 Garrett and Company, Inc.  
 Convair — A Division of General Dynamics Corporation  
 Gladding, McBean & Company  
 Graham Brothers, Inc.  
 The Alfred Hart Company  
 Hunt Foods & Industries, Inc.  
 Hughes Aircraft Company  
 Kaiser Steel Corporation  
 Loew's Incorporated  
 Latchford Glass Company  
 Lockheed Aircraft Corp.  
 North American Aviation, Inc.  
 Northrop Corporation  
 The McCulloch Motors Corp.  
 Marquardt Incorporated  
 The May Company  
 Metropolitan Water District of Southern California  
 Monolith Portland Cement Company  
 Owl Enterprises  
 Pacific Airmotive Corporation  
 Ramo-Woolridge Division  
 Thompson Ramo Woolridge, Inc.  
 Griffith Company  
 Richfield Oil Corporation  
 Rohr Aircraft Corporation  
 San Gabriel Valley Water Co.  
 Security First National Bank  
 Signal Oil & Gas Company  
 Southern California Edison Company  
 Southern California Gas Co.  
 Space Technology Laboratories, Inc.  
 Sparkletts Drinking Water Corporation

Sun Lumber Company  
 Superior Oil Company  
 Title Insurance and Trust Company  
 Union Bank  
 Union Oil Company of California  
 United States Borax & Chemical Corp.  
 Von's Grocery Company  
 M. H. Whittier Company

#### **VIRGINIA-CAROLINA**

American Enka Corporation  
 Belk Stores, Inc.  
 Burlington Industries, Inc.  
 The Chesapeake Corporation of Virginia  
 Farmers Cooperative Exchanges, Inc.  
 Larus & Brother Company, Inc.  
 David M. Lea & Co., Inc.  
 Miller & Rhoads, Inc.  
 National Fruit Product Company, Inc.  
 Noland Company, Inc.  
 Overnite Transportation Company  
 RF & P Railroad Company  
 Reynolds Metals Company  
 Smith-Douglass Company  
 Southern States Cooperative  
 Union Bag-Camp Paper Company  
 Virginia Department of Highways  
 Virginia Electric & Power Company

#### **WASHINGTON**

Boeing Airplane Company  
 General Construction Company  
 Halferty Canneries, Inc.  
 Ketchikan Pulp Company  
 New England Fish Company  
 Pacific American Fisheries, Inc.  
 Pacific Car and Foundry Company  
 Pacific Gamble Robinson Co.  
 Peoples National Bank of Washington  
 Pioneer Sand & Gravel Company  
 Puget Sound Bridge and Dredging Company  
 Puget Sound Power & Light Company  
 Seattle First National Bank  
 Simpson Timber Company  
 University Properties, Inc.  
 West Coast Airlines, Inc.  
 Weyerhaeuser Timber Company  
 Whiz Fish Products Company  
 Howard S. Wright Construction Company

#### **NON-CHAPTER MEMBERS**

##### **Alabama**

The Ingalls Iron Works Company, Inc.  
 Morrison Cafeterias Consolidated Inc.  
 Vulcan Materials Company

##### **Arizona**

Hughes Aircraft Company

##### **Arkansas**

The Crossett Company

##### **Colorado**

Colorado Fuel & Iron Corp.

##### **Connecticut**

Connecticut Light & Power Co.  
 The Kaman Aircraft Corporation

Scovill Manufacturing Company  
 The United States Time Corporation  
 Whitney Chain Company

#### **Florida**

Ryder System, Inc.

#### **Georgia**

West Point Manufacturing Company

#### **Illinois**

Barber-Greene Company  
 Deere & Company  
 Granite City Steel Company  
 Sundstrand Machine Tool Company

#### **Indiana**

Insurance Audit & Inspection Co.

#### **Iowa**

The Rath Packing Company

#### **Kansas**

Boeing Airplane Company  
 (Wichita Division)  
 The Carey Salt Company

#### **Louisiana**

The California Company  
 Standard Fruit and Steamship Company  
 United Gas Corporation

#### **Maine**

Central Maine Power Company  
 John H. Magee

#### **Massachusetts**

Boston Housing Authority  
 C. H. Sprague & Son Company  
 Eastern States Farmers' Exchange, Inc.  
 Godfrey L. Cabot, Inc.  
 Howard D. Johnson Company

#### **Michigan**

Gerber's Baby Foods

#### **Missouri**

Anheuser-Busch, Inc.  
 Gaylord Container Corporation  
 Division of Crown Zellerbach Corp.  
 Panhandle Eastern Pipe Line Co.  
 Laclede Steel Company  
 Monsanto Chemical Company  
 Standard Milling Company  
 The Seven-Up Company  
 Union Electric Company of Missouri

#### **New York**

Carrier Corporation  
 Columbus McKinnon Chain Corp.  
 Cooperative Grange League Federation  
 Exchange, Inc.  
 Corning Glass Works  
 Mohasco Industries, Inc.  
 New York State Electric & Gas Corp.  
 Rochester Gas & Electric Corp.  
 Will & Baumer Candle Company

#### **New Jersey**

Merck & Company Inc.

#### **Ohio**

The American Crayon Company  
 Addressograph-Multigraph Corporation  
 E. W. Bliss Company  
 Campus Sweater & Sportswear Co.  
 Carling Brewing Company  
 Cleveland Electric Illuminating Company  
 Cleveland Pneumatic Industries, Inc.  
 Firestone Tire & Rubber Company  
 The General Tire & Rubber Company  
 The Goodyear Tire & Rubber Company  
 The Halle Brothers Company  
 The Hoover Company  
 Hupp Corporation  
 The North American Coal Corp.  
 The Ohio Oil Company  
 Ormet Corporation  
 The Parker Hannifin Corporation  
 Rubbermaid Incorporated

#### **Oklahoma**

Oklahoma Gas & Electric Company  
 Phillips Petroleum Company  
 Sunray Mid-Continent Oil Company

#### **Pennsylvania**

Aircraft-Marine Products, Inc.  
 Titan Metal Manufacturing Co.

#### **Rhode Island**

Gorham Manufacturing Company

#### **Tennessee**

Hardwick Stove Company  
 Rich's Incorporated

#### **Virginia**

Newport News Shipbuilding &  
 Dry Dock Co.

#### **Vermont**

Central Vermont Public Service Corp.  
 The National Life Insurance Co. (*Property & Liability Insurance Dept.*)

#### **Washington, D.C.**

National Lumber Manufacturers  
 Association

#### **West Virginia**

Pennsylvania Glass Sand Corp.  
 Weirton Steel Company

#### **Wisconsin**

A. Geo. Schulz Company  
 Chain Belt Company  
 Clark Oil & Refining Corporation  
 Fred Rueping Leather Company  
 Harnischfeger Corporation  
 The Kurth Malting Co.  
 Nordberg Manufacturing Co.  
 Schuster Construction Company

#### **CANADA**

British Columbia Electric Co. Ltd.  
 Legrade Inc.  
 Western Canada Breweries Limited

#### **FRANCE (Paris)**

Standard Oil Company of New Jersey

#### **VENEZUELA (Caracas)**

Mr. William Cole



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It's true of many company programs, even those installed in recent years.

Changing economic, labor and tax conditions quietly nibble at the edges of programs that may have been entirely adequate when they were started. Expansion, mergers and operational changes create new requirements, new benefit patterns. And recent developments have affected every program in the pension, life, disability and medical reimbursement fields, actually making some too costly and many obsolete.

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